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Sales Inagement

or The Man in Charge of Sales and Advertising

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BRIGHT SPOTS IN BUSINESS

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LATEST DATA ON CONDITIONS IN FIFTY CITIES

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The Man on the Cover:

SAUNDERS NORVELL, Chairman of the Board, McKesson & Robbins

A Dartnell Publication

TWENTY CENTS



ance by the optical trade.

Striking methods of making displays "demonstrate" the actual merchandise—sound merchandising ideas for increasing sales through style appeal and specialized uses—these are the specific reasons why Bausch & Lomb displays "get in" nearly 100 per cent!

You will take a long step toward the goal of "100% showings" by inviting Einson-Freeman collaboration on your next display.

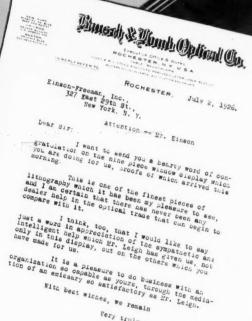


Display "demonstrating" actual merchandise on life-sized cut-outs





Display with reversible background showing actual merchandise



Very truly yours,
Salson & Loue Optical co.
Sales promotion Department
Manager

EIN/ON-FREEMAN CO INC

Offices and Lithographic Plant 511-519 East 72nd Street New York City LITHOGR APHERS

C.F. Propeon: MES

Specializing in windowand store display advertising

The WASHING MACHINE versus LUXURIES

Like other manufacturers of electrical appliances for the home, the manufacturer of washing machines must compete with an endless variety of less practical merchandise in selling his product. His advertising campaign is therefore most effective in the leading daily newspaper reaching the home, as that paper carries the largest, most tempting display of general merchandise advertising.

Keenly aware of their sales problem in Chicago the Syracuse Washing Machine Corporation's Chicago newspaper advertising (placed by the George Batten Company, Inc.) appears exclusively in The Daily News. More than 14,000 agate lines were used in the months of June, July and August.

Doesn't that help answer your sales problem too?



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SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.

THE CHICAGO DAILY NEWS

First in Chicago

"MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES"

Troy Truths

When 95% of the families of a community read a home newspaper, it is not likely that an alien publication exerts important advertising influence in the field.

The Troy Record's coverage of Troy is better than 9 out of 10 families.

The editorial prestige and excellence of The Record completely explain Troy's clear preference.

Just as Fort Worth newspapers do not cover Dallas—just as Minneapolis newspapers do not cover St. Paul—so is the situation between Troy and Albany.

Your coverage of this territory is left incomplete AND THE FERTILE TROY MARKET IS NOT EVEN SCRATCHED without The Troy Record—morning and evening.

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THE TROY RECORD

National Advertising Representatives:

CHAS. H. EDDY COMPANY

THE THE THE THE THE

NEW YORK: Park-Lexington Bldg. CHICAGO: Wrigley Bldg. BOSTON: Old South Bldg.

This Issue at a Glance

ADVERTISING

The current issue of the Woman's Home Companion is compared with the October, 1916, issue in an analysis of advertising developments during the last decade. The first of a series of articles. Page 617.

"The 'Key Group' Plan for Getting Dealers Behind the Advertising," an article by George L. Willman, discusses a method for winning the successful cooperation of retail channels of distribution in the matter of advertising. Page 623.

DISTRIBUTION

"If the Jobber Fails, Is It the Manufacturer's Fault?" This is the question brought up by W. L. McLaughlin in an article in which he declares that a manufacturer must give his jobbers the right kind of cooperation if he expects to have them succeed in the selling of a specialty type of product. The experience of the Sangamo Meter Works in distributing meters through jobbing channels is cited to prove the point at issue. Page 638.

EXPORT SELLING

"Selling in Great Britain" is the title of an article by R. B. Foster, managing director, The Palmolive Company, Ltd., of London, in which he discusses marketing practices in England and points out some important differences between the English market and our home market. Page 614.

GENERAL

"Putting a Sales Appeal Into Every Railroad Ticket" describes some of the methods used by the Michigan Central Railroad to promote the sale of transportation on its lines. The article also suggests how the roads are capable of cooperating with sales executives on conventions. Page 660.

How the free interchange of information through the medium of trade associations will help to cut down waste, is reviewed by Gilbert H. Montague of the New York Bar.

INSTALLMENT SELLING

That the prediction that expansion of installment sales is heading American business toward another panic is greatly exaggerated and without sound foundation is shown in a recent investigation conducted among Dartnell employees by Edwin E. Troxell. Details of the investigation and a report on the results are contained in an article, "The Installment Hobgoblin," on page 609.

LEGAL MATTERS

Another of the series of articles on sales policies and the anti-trust laws discusses Uncle Sam's definition of "restraint of trade." Page 649.

MARKETS

Sales Management's quarterly review of important market centers appears in this issue. Market conditions in fifty cities are outlined. Page 672.

RETAIL SELLING

In the fourth of a series of articles on methods progressive retailers are using to beat chain store competition, John L. Scott shows how every type of chain store is taking a slice of the hardware trade. He then tells how this competition is being met by independent dealers. Page 621.

SALES LETTERS

In his letter article in this issue, Charles R. Wiers deplores the use of so many wornout mill-run phrases in routine correspondence. He suggests methods for making even routine letters interesting. Page 612.

SALES POLICY

A brief review of some of the policies through which the Nebraska Buick Auto Company of Lincoln, Nebraska, built up a \$9,000,000 volume in the corn country, is contained in an interview with the president of this company on page 643.

What happened when a modern selling plan was added to a good product forms the theme of an article by W. L. McCasky, secretary and general sales manager, the Cole Manufacturing Company, makers of stoves, furnaces and ranges. In this article the Cole Resale Merchandising Plan and the method through which it is presented to the dealer, are described fully. Page 607.

"Why Largman-Gray Threw Away \$4,000,000 in Sales" tells of the experience this company had in launching their line of Blue Moon hosiery, and explains why a big business in private brands was given up in favor of developing a sound sales policy on a nationally advertised and branded product. Page 616.

During the past year the sales volume of the Republic Radio Corporation, distributors of Zenith, Priess, and Mohawk sets, has enjoyed a 300 per cent increase at a time when other radio wholesalers are complaining that "there's no money in this business." The success of Republic is largely attributable to the fact that they established a rigid and carefully thought out sales policy at the time the firm was established and have maintained that policy even when it cost them temporary losses in business, says H. M. Ferguson, secretary. Page 631.

SALESMANSHIP

John W. Meaker, general manager, the Cyclone Fence Company, discusses various angles of salesmanship and sales training which that company meets in the sale of a quality hardware product. Page 627.

WINDOW DISPLAYS

The Washington Shirt Company of Chicago recently came out with a smashing display of Paris garters in all eight windows of its Loop store. The bearing the manufacturer's sales policies had on obtaining this big piece of promotion are discussed in an article on page 619.

A mechanical, moving window display on U. S. Royal golf balls won the attention of New Yorkers for the United States Rubber Company. The display is pictured and described on page 653.



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THE DARTNELL CORPORATION

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SYDNEY (AUSTRALIA)
CATTS-PATTERSON COMPANY, Ltd.

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SalesManagement

Published Every-Other-Saturday for Those Marketing Through National Sales Organizations

VOLUME ELEVEN

Established 1918 by The Dartnell Corporation

NUMBER EIGHT

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Chicago's Big Downtown Warehouse



CLEAN, AIRY, WELL-LIGHTED FLOORS

Warehouse Space and Offices to Lease

Insurance 17.7c per \$100 per year. Negotiable Receipts

I SN'T it a fact that one of the big problems of selling today is in getting goods delivered when needed?

That is where the WARE-HOUSE comes in. It is a great help in this respect. No matter where your goods are manufactured; whether in Japan, New York or Chicago.

Right now your salesmen, in this territory, are losing orders because it takes too long for your products to come to the trade here from your factory. When your customers or jobbers need goods, especially these days, they want them "P. D. Q."

The salesmanager should see that he is protected by the Traffic Department that stocks are carried in Chicago for prompt distribution, and to avoid danger of losing a customer to his competitors by not having spot stock.

The Executive, who must approve the expenditures for such charges, must back his Salesmanager and Traffic Department. Then you will see orders coming in. Good judgment and harmony are the chief keynotes to S-U-C-C-E-S-S.

We are ready to plunge in and do our part. Let us hear from you.

Western Warehousing Company

331 West Polk Street, Chicago
"At the Edge of the Loop"

E. H. HAGEL, Superintendent



Courtesy The Puliman Company.

HENRY H. CONLAND, for many years treasurer of the Hartford, Connecticut, Courant Company and general manager of the Hartford Courant, has been elected president and publisher by the directors. At the same time the appointment of MAURICE S. SHERMAN, formerly editor of the Springfield, Massachusetts, Union, to editor of the Courant was announced.

H. W. ALEXANDER, formerly secretary of the Society of Electrical Development, and prior to that assistant to the president of the American Writing Paper Company, has become general manager of the refrigerator division of the Lamson Company, of Syracuse, New York.

ARTHUR E. HOBBS, vice president of the Charles W. Hoyt Company, Inc., of New York, who has been western New England manager at its Springfield office, has been transferred to headquarters in New York. FRANK A. WHIPPLE takes his place at Springfield.

JOHN M. WILLIAMS, formerly western manager of Architectural Record, and ROBERT H. IRVINE, formerly connected with the Beloit News, Cement and Engineering News and Rock Products, have been added to the staff of the Buchen Company.

R. A. Burger has been elected secretary and treasurer of the American Can Company to succeed R. H. Ismon, whose resignation becomes effective November 1. C. E. Green has been elected controller to succeed Mr. Ismon on the board of directors.

O. A. GOEMMER, for several years secretary of the Sales Managers' Association of Seattle, Washington, and assistant secretary of the Seattle Chamber of Commerce, has joined the Northern Bond and Mortgage Company, also of Seattle, as secretary and assistant to the president.

Several changes have been announced by Hewes and Potter, of Boston, manufacturers of Spur ties and Bull Dog belts. John L. Brummett, formerly sales and advertising manager, will assume the duties of general manager of the company, and J. K. MacNeill, formerly assistant sales manager, will become sales manager.

EDWARD L. KIMBALL, advertising manager of the Eugene, Oregon, Guard, has been

appointed to the main office staff of M. C. Morgensen and Company, Inc., national newspaper advertising representatives at San Francisco, where he will be assistant to the general manager, Austin B. Fenger.

H. E. BREDEMEIER, sales manager of the Schreiber Products Corporation, of Buffalo, New York, has resigned to assume the sales management of the Amcoin Coffee System, Inc., also of Buffalo.

The death of CHARLES J. KIGER, vice president and general sales manager of Mc-Kesson and Robbins, of New York, occurred Friday, October 1, at French Lick Springs.

The Engineering and Contracting Publishing Company, Chicago, has appointed C. A. BLAUVELT to represent the Road and Street Catalog and Data Book in Chicago and the western territory, and also M. E. Phillips as western representative of Water Works magazine and Water Works Catalog and Data Book.

HOWARD W. DUNK, who returned to the executive staff of the United Profit Sharing Corporation, New York, as assistant to the president in 1924, has been elected as vice president of that organization, in charge of the contract, sales and advertising departments.

C. E. WALTERS and EDWIN SCHICKEL have joined Hannah-Crawford, Inc., Milwaukee, Wisconsin, as account executives. Mr. Walters was formerly with the Koch Company and Mr. Schickel with the John Schroeder Lumber Company and the Milwaukee Die Casting Company. NEAL T. HALL has been made production manager of Hannah-Crawford, Inc.

COLONEL LEONARD S. HORNER has resigned as vice president and manager of sales of the Acme Wire Company, New Haven, Connecticut, to become president of the Niles-Bement-Pond Company, New York, succeeding James K. Cullen, who has resigned to devote his entire time to his activities as president and general manager of the Niles Tool Works Company, of Hamilton, Ohio.

CHRISTOPHER BROOKS has been appointed promotion manager of Good Housekeeping magazine. Mr. Brooks was formerly sales promotion and advertising manager of the Guardian Life Insurance Company.

A Dartnell



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Volume Eleven

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Number Eight

We Had the Right Product, But Needed a New Sales Policy

Stop Cussing the Dealer and Start Helping Him-Then Sales Will Take Care of Themselves

By W. L. McCasky

Secretary and General Sales Manager, The Cole Manufacturing Company, Chicago

NTIL the first of this year we had never had what we thought was an adequate method for systematically presenting our sales plan to the dealer.

We had dozens of facts, but no organized story.

Our salesmen talked quality, advertising, better merchandising, fertile markets-but without any attempt to proceed methodically from one point to another. Each ap- tions we evolved and put into pracproached his prospects in his own tice at the beginning of the current

way. Good sales arguments were sometimes overlooked. In some cases we did not seem to be able to win sufficient of the dealer's initial interest and attention to get him to listen to our story.

Through a study of these condi-



Merchandising Plan." Built about a series of graphic displays bound in the form of a huge portfolio, this plan not only has solved the problem of organizing our sales story. but it has materially lessened sales resistance through the attention it commands, and has improved the salesmanship of every man on the force. It is designed to cover every important point in a good sales talk, to organize and summarize these facts, and to lead the interview to the natural climax of a signed order blank.

Our products, stoves, furnaces, and ranges, are sold through retail hardware and furniture dealers. These products might be characterized as old fashioned necessities which fall into the specialty classification. They involve investments on the part of the buyer of from \$50 to \$500, and the price carries with it a new significance in the light of the fact that necessities now have to meet a heavy competition from luxury products, for a share of the family budget.

Stoves and furnaces and ranges, furthermore, are extremely prosaic types of products. They are commonly thought of as "back of the store" merchandise. Where a new model of an automobile might, through the right kind of advertising, set the whole country talking, a hundred new models-and good ones, too-of stoves could be put on the market and no one would get even mildly excited about the event.

Competition from Luxuries

It isn't enough, therefore, just to make a good product, or even to make a good product and advertise it heavily and consistently. The retail dealer cannot be loaded with merchandise and then left to his own devices to move his stock. If stoves and ranges and furnaces are to meet the new competition that has developed from other classes of products which are being sold through modern specialty selling methods, then some way must be found to get the ordinary dealer to put some creative salesmanship into the resale of stocks. He must

year, a new method of presentation something tangible that he can use interest in constructive, progreswhich we call the "Cole Resale to get orders, to find more buyers, to develop the markets that won't of their own accord walk into his store and say, "I want to buy a stove." These, then, are some of the problems which our resale merchandising plan has helped us to meet.

> The portfolio which is the nucleus of our new plan stands almost two feet high when it is set up on the dealer's desk in the fashion indicated in the illustration with this article. It is neatly bound in red leather, and it is made to stand vertically by turning the two sections of the cover back and snapping them into place. The exhibits are done in color on heavy sign cloth to maintain an attractive appearance under heavy usage.

> It has been our experience that this portfolio excites the dealer's curiosity even before the salesman starts to talk about it. When it is set up, its size alone is enough to rivet the prospect's attention.

How the Plan Is Presented

The illustrations are extremely simple, but the fact that the prospect sees each point expressed graphically at the same time that he listens to the salesman's exposition orally, seems to be one of the big reasons for the success of this method of presentation. It is hard to over-estimate the strength of the eye appeal in selling.

I want to make the point, however, that the portfolio itself does not stand for the sum-total of reasons why our resale plan has been so successful. It is merely the means for presenting to the dealer the idea that we have something to sell besides a good product—we have a good product plus a set of selling methods which will turn it into profit.

To make clear the manner in which our story is developed through the use of these posterlike displays, let's take a brief run through the portfolio as the pictures are shown to the dealer by the salesman approaching him. Only a single point is covered on each sheet.

"Storekeeper or Merchant," the first display as the sales talk opens, be given some constructive plan, is designed to sell the buyer an

sive selling effort against the old idea of twiddling thumbs while waiting for business to come. Next is an elaborately colored page driving home the distinguishing feature and main talking point of Cole products, the Airvac-tube. Because this runs through all Cole advertising and merchandising effort as the central theme, it is featured at this prominent point in the sales talk. The discussion then turns to "What's Behind Cole Merchandise," selling the prestige and integrity and stability of the house.

Selling the Dealer His Market

Having gained the buyer's confidence thus far in himself, his house and the goods he represents. the next point the salesman touches on is the fertility of the stove market. Graphs and government figures show that 64.6 per cent of the vast building program of the country is residential; this represents, therefore, an enormous field for sales of Cole products. To show the dealer just how big his opportunities are in his own community, the salesman tells his prospect just how many families are in the local sales radius, and on a basis of a ten-year lifetime for the average stove, he figures how many units should have been sold in that city during the past year. In a town having 2400 families, 240 represents a conservative estimate of the annual market for new units. When the dealer begins to compare his own sales with the figure thus arrived at, he begins to realize that the market must be many times larger than he had visualized it to be.

After a glimpse at six nationally known products which have won a big market in American homes through our type of selling plan, a big envelope is pictured bearing on its cover the words "Profit Selling Ideas!" This is the peg on which we hang our effort toward promoting the dealer's interest in using advertising space on his own account for Cole products. A complete newspaper service, with reproductions of ads and instructions for obtaining the necessary electrotypes and proofs from our advertising office are included. We have

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The Installment Hobgoblin

Dire Predictions That Expansion of Installment Sales Is Bringing On a Panic Not Borne Out In Check-Up Made by Dartnell Staff

By Edwin E. Troxell

of the whole country.

"An exhaustive study, recently made, shows that installment selling in all trades has increased only 7 per cent

between 1923 and 1925. Considering that the national income is about \$60,000,000,000 and that the total of retail sales for 1925 was nearly \$40,-000,000,000, it will be recog-

HE general impression nized that the amount of installment credits does not constitute anything dangerous or alarming. There is current a vastly exaggerated idea of the extent to which installment selling has developed in recent years."

Mr. Vogel is vice-president of the Commercial Investment Trust Inc. This company handles a wide variety of deferred payment paper, originating with manufacturers and dealers in almost every part of the United States and Canada.

At the same conference at which this address was delivered another equally prominent speaker declared that he would not be surprised to see a distinct recession in business and possibly a panic in the not far distant future, asserting that "when it comes it will be the result of the over-extension of the installment business which is today eating into the vitals of business like a cancer."

About a year ago "Sales Management" pointed out in its editorial columns that the over-extension of installment selling would be dangerous. It believes that this danger has been passed. In an effort to determine what percentage of the people are buying on deferred payments and the type of goods purchased, an investigation has just been made among the employees of The Dartnell Corporation.

The Dartnell Corporation employs 146 people. Of these 21 are executives, 19 salesmen, 80 bookkeepers, stenographers, file clerks and general clerical help, and 26 are employed in the printing de-

In this group are the representatives of every class of buyer from the wage earner to the executive with an income above the average. We believe that it is a typical American group. As such, an

said, in an address delivered at a conference of business executives, on September 15. "This, I believe, is an erroneous impression. Undoubtedly there has been some increase in the last year or two. This is natural under conditions of growing trade, but I doubt that in

selling is increasing at a constantly

accelerated pace," Edwin C. Vogel

seems to be that at the

present time installment

the last two years this increase has been greater proportionately than the increase in the general business analysis of the purchases it has made on installment credit will give a fairly accurate picture of the deferred payment situation in the country as a whole.

Out of this group of 146 people 40 are, at this time, paying for purchases made on the installment plan. Averaging the unpaid balances, and assuming that no further obligations will be incurred, in six months the entire indebtedness on purchases other than real

estate will be paid.

An analysis of the purchases made bear out the statement of A. E. Duncan, chairman of the board, Commercial Credit Company, made in an address at the July meeting of the National Association of Supervisors of State Banks, that "wide publicity has been given to many installment sales plans which produced little business." Among the Dartnell employees there has been no buying of such luxuries as jewelry, and scarcely any purchases of clothes. One man, now buying a home on monthly payments, reported while he had bought a sewing machine and a new roof for his house on deferred payments, he was opposed to the installment plan of buying.

Some Theories Are Exploded

Automobiles were purchased by 12 of the 39 installment buyers. Unimproved real estate ranked next with ten buyers. Nine are paying for homes, five for pianos, seven for furniture, and two each are buying clothing, books, gasranges and radio. Washing machines and vacuum cleaners have one buyer each, and one man out of the group is buying an income through the purchase of stocks and bonds on deferred payments.

This investigation fails to bear out current report that it is the clerical worker and wage earner that is doing the bulk of installment buying. Only 15 of the 80 office workers are using this new form of credit, while ten of the 21 executives have committed themselves to monthly payments. It is likewise often claimed that salesmen have found the motor car an essential part of their equipment and that they buy many of the autos sold on deferred payment. If here contended, this is a typical Dartnell men may be taken as

Books Clothes Radios Gas Ranges Bonds 72% Have No Installment Obligation

typical, this is untrue, for only five out of their 19 representatives are installment buyers, and only two of these five are paying for automobiles. Due to the fact that these men work largely in city territory it is likely that this ratio would not hold for the country as a whole.

The investigation among the craftsmen employed in the mechanical department, bears out the contention of many finance company executives that the skilled workers are good installment buyers. In this group of 26 there are 9 installment buyers.

Bankers and finance men agree that there is no danger in installment selling so long as the purchaser is buying useful articles, makes substantial down payments, and does not have his obligations spread over too long a periodgenerally said to be twelve months. This test was applied to the purchases made by the Dartnell employees. So far as automobiles and other similar commodities are concerned, there was a substantial down payment and twelve months was the limit on credit. If, as is situation, then the trend toward wide credence.

too low first payments and too long a credit period, pointed out in "Sales Management" a year ago, has been checked. Intermediate consumer credit terms are now about as highly standardized as are those for short time commercial bank lines or long time investment accommodation.

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Another belief that has had considerable circulation is that the wage earner and the so-called "white collared" employee has loaded himself up with monthly obligations until he has his entire future income mortgaged for many months in advance. It has been frequently claimed that these individuals have been "willing to put their name on the dotted line so long as only a dollar down is demanded." The result of this "orgy of installment buying" is an inadequate income for current needs. Sad stories of how the factory and office worker have deprived themselves of food, clothes, education for the children, and even a decent place to live that they may meet the payments on automobiles, radio, washing machines, fine furs and expensive jewelry, have had An analysis of the purchases made by Dartnell's 80 office employees indicates that these stories have little basis in fact. There were a total of 18 purchases. Of these seven were for real estate and three were for furniture. Two bought automobiles, two radio, two musical instruments, one a gas range and one clothing. The great-

\$35, the lowest \$10, and the average less than \$20. machine that cost \$150. Ten dollars was paid down at the time this

While a larger percentage of the men employed in the mechanical department are installment buyers, they show as little inclination as the office workers to deprive themselves of food, clothes and a comfortable home through an over-use of time payment buying. Five are

machine that cost \$150. Ten dollars was paid down at the time this machine was bought. If washing machine manufacturers generally are allowing 28 months credit, as was done in the above instance, they are, in the opinion of most finance credit men, making a dangerous use of deferred payment credit

Part of the Dartnell Chicago office employees whose installment purchases were analyzed and reported upon in this article. Nearly three-fourths of all the employees had no time payment obligations whatsoever. Complete results are tabulated.



est monthly obligation any of these employees has to meet is \$50, and this is in payment of an automobile that cost \$1,000 and on which there was a down payment of \$25. The two radio sets cost \$195. When purchased \$35 was paid down, and they are being paid for at the rate of \$35 per month. Neither buyer lists any other monthly obligation. Only three of these 15 people have "signed the dotted line" twice, and two of these three are paying for real estate.

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The real estate bought on deferred payments is in all seven cases unimproved. This may represent a rather precarious attempt at profitable investment, but it

hardly indicates careless spending. Total real estate purchases are \$6,957. At the time of purchase buyers paid down \$1,654. Their present remaining obligation is \$3,020, and it is being paid off at the rate of \$120 a month. The greatest monthly payment is

paying for homes as against four who are buying automobiles and one clothes. Of the remaining obligations, two are for pianos, and one each for unimproved real estate, furniture, washing machines, and vacuum cleaners. Three of the nine have monthly payments on three articles; one is paying for both a home and unimproved real estate, and five have only one installment to meet. Two of these are paying for automobiles and the other three are paying for homes. The highest monthly obligation is \$118.50, of which \$48.50 is on an \$800 automobile, \$65 on a \$10,000 home on which the purchaser owes \$2,500, and \$5 is on a washing

Bulking large among the purchases made by executives are automobiles. During the year they purchased cars to the value of \$6,150. Down payments at the time of purchase amounted to \$2,625, and no obligation had a maturity beyond 12 months. The unpaid balances on these machines at the time this was written was \$2,115, and this was being reduced at the rate of \$475 per month. Averaged out, it will

take less than five months to meet the obligations in full.

The total installment purchases of this group are \$40,218.95. Real estate and homes make up \$33,150 of the total. Averaged out, the entire obligation will have been paid in 21 months. The highest monthly payment is only \$174.10, and the average is less than \$100. The total known income of all Dartnell employees is approximately \$400,000 a year.

That there will be a slowing down sometime is generally admitted. At this time, however, the unfavorable factors are neither numerous nor important enough to warrant the conclusion that a de-

pression is imminent. Economists and most business leaders are in agreement that all signs point toward a long continued period of prosperity.

(Continued on page 666)

A group of Dartnell executives and salesmen who furnished data for the accompanying article on installments.



SALES MANAGEMENT—OCTOBER 16, 1926

Are Your Sales Letters



Loaded With

Chestnuts?

By Charles R. Wiers

along routine lines an important letter by high-class with no particular organizations of great influence in vision of the re- different parts of the country. Of



executive who is a keen student of business letters said to me, "The day is past when we can be satisfied with letters that are just fair-the real job of any well organized business is to see that their letters are as good as they can be made."

How to make a letter good is a problem concerning which there are opinions galore. My experience has taught me that no letter can possess many of the elements of goodness if it is simply written

HE other day a prominent to those who make their progress possible. Quite often when I observe the absurd and pointless advice in some letters, I get the idea that the writers of these either do not think or read, or else they have eyes but see not. Then again, the thought comes to me that they must have a prescription book which directs them to write suchand-such a letter in certain cases, no matter who the customer is. where he lives or what he does.

For example, I recently read fifty-six acknowledgments made to Twelve others included two more words, with the result that they read as follows: "We beg to acknowledge receipt." Four were couched a little better, as may be proved by this wording: "We acknowledge with thanks." Two each embodied these respective wordings: "Receipt is acknowledged"-"This will acknowledge receipt"-"This will acknowledge."

The remaining eleven, with exact phraseology, are repeated below: This will acknowledge with

thanks-

We have your circular We have yours We desire to thank you

Yours of July 5th received We wish to acknowledge receipt We herewith acknowledge

We acknowledge yours

We are pleased to acknowledge receipt

We hereby acknowledge receipt. Now observe that of these fiftysix acknowledgments which are almost identical in their wording, fifty-one started with the pronoun "we." This pronoun, including another, which you will quickly recognize as "I," are two nasty

time among a goodly percentage of the business letters now in use.

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As we analyze these acknowledgments still further, you will agree that we cannot acknowledge anything that hasn't been received. It therefore follows that practically all of what has been quoted in addition to being worded in

We are in receipt of your letter with such words as, "We desire" our very best on what is helpful "We wish"—"We herewith." There is no point in telling a man today that you desire or wish to thank him for a certain thing when you actually intend to thank him right away. You might also go a little further and ask yourself, what is the use of using such a word as "herewith" in the letter where the acknowledgment appears?"

What a wonderful thing it would be if we would think more about the other man and less about ourselves when we write our letters. and energy we would effect by cut-

and constructive!

Hundreds of letters go high and dry on the rocks every day because we insist upon starting the rank and file of them in about the same way they have been started since Columbus landed. It's so easy in what may be termed the monotonous grind of our everyday routine to say the same thing over and over again without ever pausing for at least a little while to determine whether we have mixed what is human and sensible What a marvelous saving in time in the right proportions. It's doubly easy to run on, happy and ting out the things that do not get contented like Tennyson's brook, wreckers who are working over- us anywhere and concentrating if we are getting a fair percentage of results.

> Ordinarily it's a good thing for a correspondent to make a practice of changing the introductions to all of his letters, even though the changes may be very slight. A wise correspondent will also make it a point to adjust all of his introductions to the letters he is answering.

> The more careful a correspondent is with the individuality of his introductions, the more opportunity there will be for acquiring the (Continued on page 657)

Mill-Run Phrases and Canned Clauses

UNDREDS of letters go high and dry on the rocks every day because we insist on starting the rank and file of them in about the same way they have been started since Columbus landed," Mr. Wiers points out. "It's so easy in what may be termed the monotonous grind of our every-day routine to say the same thing over and over again without ever pausing for at least a little while to determine whether we have mixed what is human and sensible in the right proportions."

Even the routine letter may be made interesting, this article suggests, if the writer will sweep aside the trite, overworked, mill-run phrases, and seek less obvious

the same way embodies more or less pointless stuff which the other man had to read to no good purpose.

You will also observe that some of these acknowledgments were started



methods of expression.

SALES MANAGEMENT-OCTOBER 16, 1926

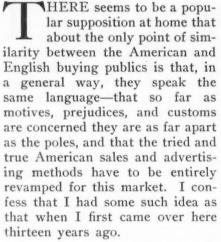
613

Selling Great Britain

As Told to Philip S. Salisbury

By R. B. Foster

Managing Director, The Palmolive Company (of England) Limited



But as a matter of fact, we are much more nearly alike than the vellow press and the professional spreaders of discontent would have us believe. The two peoples think much the same, though they often express their thoughts in different words.

A strikingly effective Palmolive advertisement at home shows a young boy gazing with adoration at his attractive mother and saying, "Gee, mother, but you're pretty!" An English boy would

you're pretty!" Exactly the same sentiment, but changed phraseology. While that is a trifling example it does illustrate the wholly superficial differences that exist.

Most of the sales methods we have used with success in the States we have used here, sometimes the same, sometimes with slight modifications. The advertising is nearly identical; the same artwork, and, with slight changes of wording, the same copy appeal.

The Palmolive Company commenced operations here just before the war broke out, but for several years conditions were not propitious for intensive development and no serious attempt was made to get widespread distribution. In reality it can be said that we did not enter the field until 1921. Before that we did little besides work through a few agents who supplied what demand existed from our reputation at home and the sporadic advertising we had done

The field was then, and is now, not say that. Likely as not he overcrowded with domestic soaps. among various kinds of stores, would put it, "I say, darling, but In March, 1922, we sent out a making it as convenient as possible



questionnaire and received toilet soap preferences from 807 households. The staggering total of 116 brand names were mentioned, but fifteen brands had apparently three-quarters of the market. We were seventh-and a very poor seventh. We had been advised of the strength of the chemists in Great Britain and urged to restrict our sales to this so-called "legitimate" channel, but in this same questionnaire we asked householders to tell us where they purchased their supplies of soap and we found that:

34.57 per cent purchased from chemists; 25.65 per cent purchased from grocers; 16.85 per cent purchased from stores (mostly departmental); 13.26 per cent purchased from chemists and grocers; 4.95 per cent purchased from chemists and stores; 2.9 per cent purchased from chemists, grocers and stores; and 1.98 per cent purchased from grocers and stores.

This survey and other observations convinced us that our American policy of wide distribution fa be



(Above) Palmolive, Venus, Overland, Lipton and Nestles are some of the familiar brand names to be seen in London's famous Picadilly circus. Here the buses are popular advertising mediums. (Below) This might be East Liverpool, Ohio, or Cedar Rapids, Iowa, but it happens to be a suburb of London. Do you notice any difference between these posters and the Palmolive advertising here?

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the effect of our advertising was running ahead of our distribu-In addition to asking householders what toilet soap they used (where we ranked seventh) we asked them to mention the first five brands of toilet soap that came into their minds, and on this question we were a fairly good sixth.

From time to time since then we have conducted other questionnaires which have been very helpful in indicating consumer preferences and buying habits. Our increased sales are reflected accurately in these returns which show a gradual but steady climb up the ladder to a point where now Palmolive even has gone ahead of a famous English brand which has been a household word here for generations, and is first on the list of toilet soaps.

Incidentally, questionnaires pull much better here than at home, for

direct-mail work among advertisers is in its infancy, and neither households nor business offices are deluged with the advertising matter that is sent out in the States. We took advantage of that for several years in getting our distribution, by making this offer to a new dealer: buy a gross of Palmolive and we will supply 72 stamped postal cards which you will address and mail out to your customers.

The reverse side of the card contained a free offer—a cake of Palmolive free if the recipient returned the card to the dealer (whose name we imprinted) and purchased another cake (we call them tablets here) at the standard price. This two for one offer was snapped up

eagerly, and in some cases the dealers had almost one hundred per cent returns from the mailings and saw their gross stock disappear in a day or so. Then we redeemed the returned cards at the full retail value and the retailers received full profit on their initial order. This convincing proof of quick turnover made repeat orders easy.

But while on repeated tests of this offer we received bona fide return cards running from 30 to 60 per cent, and this is considerably better than could be done with a similar offer at home, the English do not respond to free sample offers as readily as Americans. In the two for one deal we had the

(Continued on page 655)

Why Largman-Gray Threw Away \$4,000,000 in Sales

A Big Hosiery Concern Junks a Private Brand Business to Concentrate on One Nationally Advertised Line

By Frank Finney

N SEVEN years of business the Largman-Gray Company built up an annual volume of four million dollars on a private brand of hosiery. They were selling to many of the best stores in the country. The business was well financed, growing, and to all appearances highly successful. But the men at the head of the company were not satisfied.

They began to take an inventory of their business-not the usual inventory of merchandise, stock on hand, buildings and machinery, but an inventory of their chances for building a permanent, ever-growing business where the good will would appreciate in value year in and year out.

Developing a Name

As they studied their business from this angle, they suddenly discovered they owned nothing but bricks, steel and machinery. These assets depreciate every year. Then they realized the only thing in business that appreciates is good will.

They wanted a trade-mark of their own, so they could build up this appreciating asset of the bus-

When they put the problem up to the advertising agency with which I am connected, we asked them, "Will you give us a year in which to develop a name, a picture trade-mark, a slogan and a package? We want to develop them accurately by engineering methods."

The officials of the company readily acquiesced to this suggestion, realizing the necessity of testing names, slogans and advertising suggestions on the consumer.

With their approval we went out to consumers all over the country and found out what advertising argument would sell them full fashioned silk hose. We found that into figures far beyond the most the argument was wear.

Then we obtained thousands of names expressing "wear." It was very difficult to get fashionable names that would express wear. The idea of having the name express wear was to make the new name both a name and a selling argument, like "Cream of Wheat." We presented these names to consumers in various parts of the country, and asked them which names they liked best. They picked out "Blue Moon." do not wear out "once in a blue moon.")

Our next step was to make up a large number of pictures illustrating the name Blue Moon for a picture trade-mark. We submitted these pictures to consumers in various parts of the country. They picked out "longer wear in every pair," which high-brow technical advertising men will probably brand as commonplace, but we found the consumer liked it.

Private Brands Overboard

Next we made up a package out of the name, the picture trademark, and the slogan. We then wrote different pieces of copy portraying the "wear" argument, and submitted them to consumers throughout the country. Their. selections of copy were used in the company's first advertising campaign. It started in January and from present indications it will be a genuine success. A hundred of the most prominent department stores in the country took the line immediately. Telegrams came in from some of the most prominent department stores in the country asking for the line. At the present time, stores are turning Blue Moon stocks from twelve to thirty times and the sales are running

sanguine expectations.

Of course this was not all due to advertising. The product itself was right-priced reasonably, and made the way the consumer wanted it

Due to the success of the advertising campaign, the officials of the company decided on a drastic move. They decided to sell their mill, which was only three years old, and throw \$4,000,000 worth of private brand business out of the window and build a new mill especially and exclusively equipped to make nothing but Blue Moon hosiery.

Here is the way they reasoned: "'A house divided against itself cannot stand.' We cannot sell private brand goods and trade-marked merchandise under the same roof. We must do one or the other. Therefore, from now on our company is the Blue Moon Company, making nothing but Blue Moon hosiery-selling and advertising nothing but Blue Moon hosiery."

The advertising was started before the company had national distribution. This was done because company officials did not believe it was possible to build a business without advertising, and they had faith in the power of advertising to build the business rapidly enough to warrant a national campaign, even though the distribution was not complete.

Cordley and Hayes, of New York City, have appointed Reimers and Osborn, Inc., also of New York, to direct their advertising account. A program of advertising in technical, class and general magazines, is planned for the water and beverage coolers and syrup dispensers manufactured by the company.

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From Inches to Pages in Ten Years

How LePage's Glue, Minute Tapioca, Dr. Denton Garments and Other Well Known Advertisers Have Improved Their Advertising Since 1916

By Eugene Whitmore

EN years from today will you look back on your sales efforts and advertising expenditures of 1926 as puny gestures when compared with your 1936 efforts?

Will you find, in 1936, that your line was underadvertised and undermerchandised in 1926? Will it seem to you then that you had a pigmy vision of sales and advertising possibilities in 1926?

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In this day of million dollar appropriations there are certain sales and advertising executives who are talking (as they have always done) of the saturation point in advertising and merchandising efforts. These gloomy people find considerable satisfaction in telling of what could be done with a hundred-line advertisement in the good old days. They say that advertising isn't so productive as it once was—that it requires more space, more color and more sales effort to achieve a given result than it did years ago.

A Decade of Growth

As proof of their gloomy assertions they point to the added space used by advertisers today. They say that it is necessary to use huge space, spreads in color, and inserts to attract attention. Is this true, or is it true that advertising has advanced so much that today's message is of more importance?

There being no other way to judge the future except through comparison with the past, it will be interesting to compare the 1926 efforts of certain advertisers with their efforts in 1916. As a start in this direction we have analyzed two issues of the Woman's Home Companion—two October issues to be exact, the October 1916 issue and the October 1926 issue. This paper was selected because it has enjoyed a normal growth in lineage. Compared with other papers in its field it shows neither the

largest or highest percentage of increase.

In October 1916 this magazine printed 88 pages-in October 1926 there were 200 pages. There were 184 advertisers represented in the October 1916 issue, as compared with 226 in 1926. The number of advertisers has not shown a remarkable increase, but the amount of space used has shown a phenomenal growth—for example, in the 1916 issue there were but 11 full page advertisements, including covers. Six of these 11 were in color -five in black. In the 1926 issue there were 24 full pages in black and 43 in colors—a total of 67 full page advertisers compared with 11 full pages ten years ago.

In 1916 there was but one double page spread, while in the 1926 issue there were five double page spreads—one in black and white, and four in color. Half pages advertisers showed a big increase, there being but 12 in 1916 and 43 in 1926.

In 1916 184 advertisers used 132 columns of advertising, while in 1926, 226 advertisers used 450, or an average of virtually two columns per advertiser as compared with less than one column per advertiser ten years before.

So much for bare figures and statistics. We started in to study the possible evidences of underadvertising in 1916 as compared with 1926. One of the first instances of the lack of appreciation of advertising power in 1916 is found in dental preparations. One wonders how people kept their teeth clean in 1916 if advertising in this publication is any criterion of the interest in, and sales of, tooth cleaning preparations and tooth brushes ten years ago.

New Found Sales Appeals

Apparently nobody knew that "four out of five have it" in 1916, for there was but a mild effort to sell people on the idea of fighting pyhorrhea then. So far as the advertisers were concerned, we could go to work every morning with millions of germs lurking in our oral caverns and still be happy ever afterwards. There were but three tooth paste advertisers in the 1916 issue and all of them, with the exception of Colgate, were extremely hesitant in telling us about keeping our teeth bright and shiny. Indeed one might infer that the tooth paste business was being



LePage's Glue was content to preach its gospel in a single inch of space ten years ago, and in six words of copy. Today they have two columns of space filled with a story and illustrations which stand for the discovery of a vast new market. carried on in strict confidence in those happy days. Mc-Kesson and Robbins modestly called attention to their Calox tooth powder in a half column advertisement, while Hall & Ruckell took a half column for an unobtrusive announcement of Sozodont. Neither of these advertisers used any space in 1926, but Colgate, who boldly used the back cover in colors in 1916 are still hammering away at the same old stand with an attractive advertisementagain in colors.

In 1916 Colgate was featuring the package in a big way, while in 1926 the package is still on the job but has been greatly reduced in size and dropped to the bottom of the page; otherwise the appeal is much the same—children's health being the theme of both advertisements.

In 1926 Colgate's had much more competition, for there were three other advertisers who took full pages, two in color, to tell about their tooth pastes. Forhan's, Squibb's, and Ipana tooth pastes were all advertised in full pages, while Pepsodent had two columns. In addition to this there were two full pages in color to tell the story of Pro-phy-lac-tic and Dr. West's tooth brushes.

Is there any lesson to learn from these advertisers? Seemingly it is safe to infer that the only advertisers who survive and grow are the ones who put a real theme and message in their copy. Ten years ago Colgate's were pounding away on the health theme. In the interval two other advertisers, who ran current with Colgate's in 1916 in this medium have dropped out. Neither of them had any strong theme at that time.

While two advertisers have dropped out, three others have come to the front and made successes.

INDICATIVE of the great advancement made in advertising during the last ten years are the comparative facts on two issues of the "Woman's Home Companion"—one for October 1916, and the other the current October 1926 issue. Ten years ago 184 advertisers were represented, as compared with 226 today. The 1916 group used 132 columns while the current advertisers used 450—an increase of virtually 100 per cent in the average size of the space used. There were 37 advertisers using space in both issues.

The accompanying article points out some of the important changes in appeal which have developed during the last decade.

Add a touch of novely to your measus without spending a single extra minute in the kitchen

OHE successful hustes known that is the best specified in the temperature of the single extra minute in the kitchen

OHE successful hustes known that the single extra minute in the kitchen

OHE successful hustes known that the single extra minute in the kitchen that is the inviting-looking dish, the unexpected low with single extra minute in the kitchen that is the inviting-looking dish, the unexpected low with single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the inviting-looking that the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitchen that is the single extra minute in the kitc

In ten years Minute Tapioca has changed its sales appeal from mere convenience of preparation to the distribution of recipes for the preparation of appetizing and attractive dishes which are no longer plebian, but aristocratic enough to serve at the guest dinner.

All three of them had a strong, outstanding theme for their advertisingnone of them just talked about his product-all three have more of a message and less conversation about how good the product might be. The themes of these three advertisers are too well known for comment. Squibb's with the "danger line" theme, Forhan's with "four out of five have it," and Ipana with its theme concerning modern diet and its effect on gums.

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Leaving tooth pastes, it may be well to consider, for a moment, the automobile advertising in this medium today and ten years ago. In October 1916 Maxwell, Willys-Overland, Allen, and Saxon automobiles were advertised. Willys-Overland had a double page spread in colors to advertise sedans—the "four" being priced at \$1195 and the "six" at \$1325. The advertisement was headed "Open Car Freedom-Closed Car Luxury." Maxwell used a page, also to advertise a sedan, a funny looking contraption priced at \$985. Allen and Saxon both used quarter pages. The Allen was advertised at \$850, while Saxon asked but \$395 for a roadster.

Only ten years, but Maxwell has given up the race and bowed out to Chrysler, while Allen and Saxon are but vague memories, perhaps totally unknown to the rising generation of motor car buyers. But Willys-Overland is still going strong, and is today in better condition than ever before.

In the October 1926 issue Buick was the only automobile advertiser who had any message for the readers of the "Woman's Home Companion." A page was used to broadcast the merits of the Buick engine and to assure the women who read it that Buick cars are notable for

(Continued on page 679)

A Modest Article That Gets First Place In Window Displays

How A. Stein and Company Have Convinced Dealers That Paris Garters Prove the Best Attractions in Their Store Windows

September 28 and extending until the first of October, displays of Paris garters occupied every one of the eight show windows in the Washington Shirt Company's store at the corner of Jackson Boulevard and Dearborn Street in Chicago. Not only is this probably the greatest display of garters ever shown in any city in the country, but the fact that the store's entire show window space of 100 feet was given over to one line exclusively marks it as a merchandising departure of unusual significance. This store of the Washington Shirt Company, furthermore, is located at one of the most strategic corners in the Loop district of Chicago.

Exceeded Expectations

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This move was regarded somewhat in the nature of an experiment, as Paul H. Metzger, president of the Washington Shirt Company, which operates a chain of sixteen stores in and near Chicago, declares that when he put in the windows he was expecting business to drop off between 25 and 50 per cent for the three days. As a matter of fact, however, his expectations fell far short of being realized. Sales of garters averaged about 150 pairs a day, while a great many new customers were attracted into the store and the effect of the advertising probably will be felt for months to come.

Garter sales alone did not begin to pay for the window space, of course, and other merchants whose first inclination would be to ask, "How many pairs of garters did you sell?" might be inclined to regard 450 pairs as a rather small amount, but it was the after effect Mr. Metzger was interested in primarily. He had used single windows for the display of garters before, and was very much pleased

of the fact that some retailers still believe garters are too small an item to fill valuable window space. So he determined to make his store recognized all over Chicago as headquarters for garters. By the very force of the unusual and spectacular, he identified the Washington Shirt Company with the name of Paris garters, linking it in with the A. Stein and Company advertising and impressing indelibly upon the public mind the fact that this company's stores were the logical places to buy garters.

There is no question that the eight windows attracted a great deal of interest and attention. As the store is in the heart of Chicago's business district, the sidewalks in front of the display were kept crowded all day, and there were people looking at the display all evening, especially after tenthirty when they began to swarm out of the theaters and passed the store on their way home. It is impossible, of course, to estimate with any accuracy just how many people noticed the windows, but Mr. Metzger states that far more than an average number were attracted into the store, and his willingness to repeat the plan at some later date is proof enough of his satisfaction with the results.

Few Able to Follow Suit

It is not probable that other merchants will follow Mr. Metzger's example to any such elaborate extent. His success will lead other stores to give more attention to single windows of Paris garters, no doubt, but there are few, if any, with the kind of business which would warrant it, or with the courage to carry it out. Mr. Metzger believes that his windows were worth several thousand dollarsthe equivalent of a full-page magazine advertisement—but in spite of among chance passersby along the

OR three days, beginning with the results obtained, in spite this fact, he bore the entire expense and kept all of his fifteen other departments out of the show windows for those three days.

> "I believe we have shown people that we carry garters," he said, "and I believe we impressed upon people that if they are looking for garters, our stores are the place to purchase them. They will remember it for a long time. We think the big window idea is the thing, and will continue them on both garters and other lines of merchandise, feeling assured they are wonderfully effective."

Selling Dealers on Display

A. Stein and Company regard this as a fitting climax to the window display gospel they have been preaching to merchants for more than ten years. Up until that time few dealers would even consider giving over their valuable window space to displays of such a comparatively unimportant item. Realizing that something must be done to make them appreciate the benefits to be derived by displays of garters, the Stein Company began a campaign to sell them on those benefits.

Garters then were the last things any man would think of buying, no matter how badly he may have needed them. They are more or less invisible articles of wearing apparel, and, being hidden, the only times they came to the attention of the man who needed new ones were upon arising or retiring. During the day, when he was near stores which could supply him, they were furthest from his thoughts.

The advertising agency handling the Paris account opened the campaign by conducting a very thorough investigation of the garter market. In the offices and factories of its other clients, through the medium of many letters and even



At left, four of the eight show windows of the Washington Shirt Company store filled with Paris garter displays; right, inside display linking in with the windows.

streets, the conclusion was finally reached that one man out of every six needed new garters. Here, then, was the first argument propounded to retailers: Since one out of every six men passing their stores had only to be reminded of something he had been intending to do for a long time in order to walk in and buy a pair of garters, they were missing an unusually profitable opportunity by failing to display garters.

Have Hands in Pockets

Furthermore, when men come into a store to purchase garters, they are in a buying frame of mind. If it is a shirt or suit or necktie they want, they are likely to shop around a little bit and, not seeing just exactly what they want, will go somewhere else and look. But with garters it is different. They put their hands in their pockets and pay for them at once, and while they are in this buying mood it is up to the clerks to interest them in something else.

For that reason, the Stein Company feels that there is little else in merchants' stores which has a better reason for being displayed, and without assuming an attitude of altruism, they believe that it is really helping merchants to induce them to display garters. It is the logical "come-on" to get live prospects into the store.

For many years every new Paris garter salesman has been given a short course in advertising before he sets out to sell to dealers. Particular emphasis has been laid in this course on window displays. The salesmen do not put in the displays themselves, but they must be able to show dealers how to use the material provided, how to lay out a well-balanced window and, most important of all, why a window display is the most valuable advertising medium for an article like Paris garters.

Other parts of the course include an understandable explanation of newspaper, magazine and other related advertising. This is intended to combat the objection still offered by some retailers that "advertising increases the cost."

The results of this campaign have met the company's expectations. It is proved by experience that a salesman's only worry is to persuade a dealer to install his first display—after that there is no question but that he will repeat it. It is no longer theory that display will increase sales of garters between 50 and 900 per cent, besides serving as a leader to get people into the store where the clerk may point out specials on shirts, neckties, socks, or other merchandise.

One of the largest retailers of men's clothing in Detroit for several years refused to devote any

part of his window space to garters. It cost too much money, he claimed, and he couldn't afford to display any item which wouldn't pay its share of the overhead.

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The Paris salesman was so persistent, however, that he finally agreed to try out a full window for a Saturday, making it clear to the salesman that he was merely doing it as a test and that he expected nothing good to come from it. He took an average day's sales of garters as a basis of comparison. During that day, without any kind of display, he sold \$29.35 worth of garters, divided as follows: Three pairs at 35 cents; 20 pairs at 50 cents; 2 pairs at 65 cents; 4 pairs at 75 cents and 5 pairs at \$1.00.

300 Per Cent Increase

Then he put in a full window display, and during that day sold 12 pairs at 35 cents; 30 pairs at 50 cents; 24 pairs at 75 cents; and 54 pairs at \$1.00, a total of \$91.20 worth of garters!

The striking feature of this day's sales, aside from the big increase, was the discovery that fifty-four people came into the store with a dollar to spend for garters. The retailer had never imagined that garters alone could uncover such a tremendous buying power. Fifty-four people, each spending a dollar for garters without batting an eye were the very best prospects for

(Continued on page 678)

Every Type of Chain Store Is Taking a Slice of the Hardware Trade

The Fourth of a Series of Surveys Describing the Methods of Successful Retailers in Beating the Chains at Their Own Game

By John L. Scott

7ITHIN the space of two city blocks along Genesee Street, the principal thoroughfare of Waukegan, Illinois, there are four different types of chain stores, each carrying lines which conflict with some of those handled by the average hardware dealer. One of Woolworth's fiveand-ten-cent stores has been there for years. A short time later it was joined by a United Cigar store, and within the last year or so two others have moved in, a Walgreen drug store and a Landover store, one of a chain of housefurnishings establishments.

The Popular Profit-Maker

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The Frank Burke Hardware Company's store is also located inside this business section extending two blocks through the heart of town. Its business is made up of ten separate departments, and in seven of these ten departments it is in direct competition with one or all of the four chain stores.

"Hardware dealers' biggest competitors, aside from the department stores, are not the avowed hardware stores, but the chain stores in almost every other line of business which are encroaching more and more on the hardware field," declares Carl V. Haecher, sales promotion manager of the Burke company. "And the worst feature of the situation is that the hardware items these other stores are featuring are the ones that carry the greatest profit.

"Such lines as cutlery, automobile accessories, electrical appliances, alarm clocks, safety razors and paints, the very ones in which the hardware dealer formerly made most of his profits, are those the chains are taking away from him. They are perfectly satisfied to let the short-profit items stay in the handful of coupons for 67 cents and the Walgreen throws in a tube of shaving cream, a can of powder or a couple of bars of soap for 79 cents a package, the Burke store keeps to the regular price of 79 cents for Gillette blades alone and has not found that sales of this item suffered any after the chains

hardware stores, however, because there is so little money to be made in staple articles like nails, wire, rope and harness, that they are wisely ignoring them."

The Burke company's business is separated into the following departments: Builders' hardware, housefurnishings, mechanics' tools, paint, sporting goods, hardware, harness, automobile supplies, toys and tin shop.

The Woolworth store also carries large quantities of the cheaper grades of builders' hardware, housefurnishings, paint, sporting goods, hardware, auto supplies and toys. The Walgreen store competes in the sale of some sporting goods, several profitable lines of general hardware, a few automobile accessories and one or two toy leaders. The United Cigar store is vying for business in such hardware items as alarm clocks, razors, smoking stands and other specialties, while the Landover store specializes in housefurnishings and paints, with the probability that it will soon enter the general hardware field.

Bucking Chain Competition

Against this somewhat imposing array of cut-price chain store competition, the Burke company has shown steady sales increases year after year, and has done it without cutting its prices or lowering the quality of its merchandise. While the United Cigar store sells a package of Gillette razor blades and a handful of coupons for 67 cents and the Walgreen throws in a tube of shaving cream, a can of powder or a couple of bars of soap for 79 cents a package, the Burke store keeps to the regular price of 79 cents for Gillette blades alone and has not found that sales of this

came into town with their fast merchandising practices.

The only time a price is cut by the Burke company is during an annual "Dollar Day Sale" promoted by all the merchants in town. While this sale is in progress the company offers real bargains at the established price of one dollar purely for the sake of cooperating with the other stores. The public does have an excellent opportunity to buy certain articles at big savings, but no effort is made to put this plan into effect at any other time during the year and the cost is charged up to advertising.

Anticipated Chain Development

Mr. Haecher gives the reason for the success of this company in more than holding its own after chain stores entered Waukegan as being because it had anticipated their coming instead of doing as a great many other hardware stores have done—waiting until the chains arrive and then waging a flurried and losing fight against them or standing idly by and complaining bitterly when they see their erstwhile customers one by one desert them.

It is not believed probable that chain stores of strictly a hardware nature will ever become especially prevalent, because most hardware items carry too small a margin of profit to interest chain store merchandisers, but chain stores of other kinds are spreading out amazingly. Unless hardware dealers over the country are fortified to withstand their competition, they will find their localities overrun sooner or later with chain drug, five-and-ten-cent, cigar, paint. housefurnishings, department, sporting goods and even grocery stores, all of which will be waiting eagerly to pounce upon any stray

portions of hardware trade they concern could ever come in and may see lying about.

Independent retail merchants in Waukegan consider themselves fortunate that there are not more chains in their community. Even the Burke company, surrounded by its four chain store competitors or near-competitors, does not regard its position as alarming, particularly when compared with the difficulties into which hardware

take much of this business away.

It may be argued, of course, that it is not the professional painters to whom the chains direct their appeal, and this is especially true of the five-and-ten-cent stores and drug stores, which carry comparatively inexpensive stocks of cheap paints and sell them to housewives for miscellaneous uses about the house and to other occasional benefit Burke's; after the average person has used an exceedingly cheap grade once or twice he is an even better prospect for higher quality the next time.

The local representative of the Landover chain of housefurnishings stores might have offered rather severe competition had not the Burke store already created such prestige and popularity for this department of its business. Landover stores have gone into other cities, where the hardware dealers had done nothing to pre-

The display of quality paints and painting supplies shown at the left is one of the reasons why chain stores have had small success in wresting much of Waukegan's paint business from the Burke store; the window of sporting goods below illustrates this store's policy of matching or surpassing chain store displays, even to the liberal price marking.

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dealers in other cities have allowed themselves to be placed through their indifference or lack of preparation to meet the growing chain store situation.

Waukegan is not nearly so good a chain store town as most other cities of its size, and the explanation is found in the fact that Waukegan merchants have established their stores on an enduring basis; they have not left as many loopholes as have the merchants in places where chain stores have practically taken possession. The Burke store is an outstanding example of this policy of preparedness. To illustrate this it is interesting to consider the methods the company has used to build up a strong paint department.

For a number of years an outside man has handled a large share of the paint business. He works with painters on figuring different jobs, recommends the kind of paint to be used, and sees to it that the men doing the work have the proper sort of equipment. Through the personal contact he maintains with these painters, and the reputation for quality and service he has established for the store, there is little likelihood that any outside by the Woolworth store actually

painters for various odd jobs. The pare themselves for such an emerinfluence of the professional painters is far-reaching in setting the customs of a community, however, and the Burke store has done its work of selling them on quality paints so well that through them an appreciation of the better grades has become rooted among even the small users of paint.

As a matter of fact, the Walgreen store in Waukegan does not even handle paint, in spite of the fact that thousands of other drug stores throughout the country, both chain stores and independents, do feature paint. The effect of sales of five-and-ten-cent store paint has not yet been felt by the Burke store, and it is probable that the relatively few cans that are sold

gency, and within an incredibly short time switched a large share of those cities' paint business away from hardware stores and into their own stores. That has not been the case in Waukegan; although the chain store has been there for close to a year, if it has cut into the paint sales of the Burke store the loss has not been noticed.

Another point of interest in connection with the way this company has kept the trade to itself is the fact that no exclusive chain store in the paint field has ever seen fit to invade the city, even though it boasts a population of almost 25,000 people.

There are other reasons, naturally, for the success of the Burke

(Continued on page 686)

The "Key Group" Plan For Getting Dealers Behind the Advertising

What Must Be Done If the Retailer's Advertising Is to Match the Manufacturer's in Efficiency

By George L. Willman

Manager, Department of Sales Counsel and Organization, The Dartnell Corporation

total 300 spend an average of \$10,000 a year each for the right kind of local advertising, they double a factory appropriation of \$2,000,000, and stand a good chance of doubling their own net profit.

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This was the objective of a leading automobile manufacturer in a campaign to sell dealers on the right kind of local advertising. These 200 "key" dealers out of 3000 sold considerably more than half of the factory production. The figure of \$10,000 is a very rough estimate of the average yearly expenditure of these 200 dealerssome of them spend as high as \$100,000 a year.

To make a success of such a campaign something more had to be done than just "sell the dealers on local advertising"-the four basic questions Why? How? When? Where? had to be definitely answered.

The Profit Margin

There are two generalities and two conditions which inhibit resultful advertising-the two generalities are: "It pays to advertise" and "Keep your name before the public." The two conditions are: "Our competitors advertise, why shouldn't we?" and "The factory wants us to."

Specifically we are of course speaking about automobile dealers. but in reality the experience of the automobile dealer fundamentally is paralleled marketwise by almost every other kind of a so-called "specialty" dealer—whether he sells

HEN 200 dealers out of washing machines, refrigerators, are already spending that much or oil burners, lighting plants, or anything else that sells in limited numbers at fairly high prices.

> Say that an automobile dealer sells *100 cars a year. If he operates on a 25 per cent dealer's discount and sells a \$1200 car, his gross profit is \$300. If it costs \$100 in sales commission, demonstration expense, used car loss, etc., to sell a car, his net profit per car is \$200 after the general overhead of his business is paid. If his general overhead is \$16,000 a year, he must sell 80 cars to break even. The 20 more up to a hundred then makes him \$4000 a year net. Another 20 more beyond the hundred would make \$8000 a year, and double his net profit!

The Why of Dealer Advertising

This very simple arithmetic is the WHY of dealer advertising.

Simple though it may be-there are surprisingly few dealers who have a clear idea of what their fixed overhead in dollars and cents really is. Perhaps even fewer actually know how much it costs them to sell an automobile. It would take some time to explain to them that "the difference between profit and loss in a dealer's business is measured in a very few sales over or under a given num-

If the hypothetical 100 car dealer above mentioned spent 2 per cent on the gross sales price of his car for advertising (the budget figure set by the National Automobile Dealers' Association)—\$2400 a year in the right kind of advertising, unquestionably it would very materially help him to obtain even more than the 20 sales necessary to double his net profit. Most dealers

more in advertising which has no plan, trend or definite objective. Even the question WHY? has never been clearly known-and certainly not How. When or Where.

A certain dealer "feels" that he ought to have "a few good billboards," not for any definite reason. but because, in a general way, it's a "good thing to keep your name before the public." He wants something "attractive." The result is a riot of meaningless pictures and jumbled colors.

Another dealer who knows advertising and who is using fairly large and always regular newspaper space to tell what his "used certified sizes" really mean, supplements it with a number of excellently chosen bill-board locations to remind his public that "Certified Sixes Satisfy-They can be obtained from only one dealer." His bill-board is a background of sunny orange, his text is in jet black lettering. It tells a sales story in less than ten words that can be read in a flash.

The Service of the Newspaper

The average dealer operating in a territory of from 50,000 to 350,-000 with the average dealer sales organization and good showroom facilities covers less than onefourth of his population—and all of these not regularly. Half of his entire retail new car sales are made to present owners of the car he is selling; a good percentage more are made to the friends of these owners; and finally a considerable percentage to shoppers who have old cars of other makes to trade in at a high price. This leaves a very small percentage to represent constructive growth.

^{*}When we say a 100 car dealer, we are using only a round number to simplify the illustration—most of the 200 dealers referred to in this article handle very many more cars than this—in some cases, 1000, 2000, and even up to 4000 cars a year.

In short, the average dealer limits the operation of his business to a certain more or less constant list of customers and to a restricted part of his entire territory. But he has the exclusive sale of his car in his entire territory, and, therefore, in justice to himself and to his factory, he should operate on an entire community basis and not as a neighborhood shop-keeper.

There is only one way that the dealer can keep regularly in touch with his entire population—through the local newspapers. In the average community nearly every family reads one or more daily newspapers, if not daily at least once or twice a week. The newspaper follows when the family moves from one location to another. It is constantly in touch with almost every buyer of almost every kind of commodity.

We have no grievance against direct mail, bill-boards, moving picture, or any other kind of good advertising. But the budget of the dealer should first consider that medium which will give him the best guarantee of reaching, regularly, every possible prospect.

At this point, let us say that a good many dealers charge directby-mail advertising to an advertising budget. The writer believes that direct-by-mail advertising is a very necessary and powerful sales help for salesmen, and as such should be charged to sales.

A Retail Sales Analysis

Generally speaking, there are in the United States about 27,500,000 families. In the \$1200 to \$2500 market there are approximately 1,375,000 cars sold each year. Very roughly speaking, one family out of every twenty buys a car in this market once every year.

It is necessary for us to cover every family with our advertising, because there is no known means of segregating circulation to automobile buyers. "Class circulation" has its supplementary value, but when you consider that perhaps 85 per cent of automobiles are bought on time, "mass circulation" must be your basis. Not even the best compiled mailing list can reach your car-buyer market

Furthermore, we must keep in contact with our one family out of twenty constantly, because families don't all buy the same month in the year. An analysis of motor car production and dealer's sales to the public shows that the average 100 car dealer in the \$1200 to \$2500 class sells his 100 cars by months about as follows:

January—3 September-10 May-13 June—11 July—10 February-4 October-8 March—12 April—15 November-2 August-10 December-2

Remember, the above total is based on average sales performance and on average road and climate conditions. At first glance, it might seem that since only 19 per cent of the cars are sold in the five months from October to March, that only 19 per cent of the advertising should occur in those months. If a dealer is to increase his average results, then very probably he has a mighty good chance of increase during the five months when the majority of dealers sell the fewest cars.

A Job for Specific Advertising

Also remember that this entire study is taken for the dealers of a certain manufacturer. The dealers of this manufacturer sell one-fifth of the cars in their price class. Therefore the competitors sell the other four-fifths. Then any extra effort that our dealer might make in sales or advertising to increase his business, would, of course, mean that he increased it at the expense of his competitive dealers who elect to conduct their business along average lines. Instead of only two sales in November for our dealer in his market, there is really a possibility of ten sales. Under average conditions there are really ten cars in his price class sold in his market.

Then advertising, instead of being curtailed or cut out during the off season months, should be continued, with the object of getting more than the two average sales out of the possible ten. When we definitely start out to advertise to get business, there are two things that happen: First, we have a specific job for the advertising to accomplish; second, we choose a specific way for the advertising to with sufficient completeness. accomplish the job. The only way

to put real punch in advertising copy is to plan and write it with the intention to get a certain definite result during a certain definite time. This takes the generalities out of copy and puts in the specific! Its value is checked by the accomplishment of definite results. We shall say more about this later.

During the seven months in which eighty-one buyers out of 100 buy their cars, then the definite objective of the copy must be to SELL hard, to induce buyers who have not considered this dealer's car, to come in and see it before they place their orders for competitive cars.

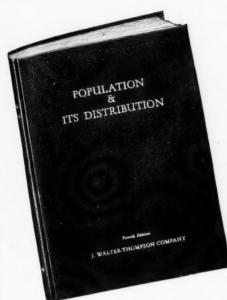
Factors in Motor Car Choice

It is interesting to note that an investigation showed that the average dealer here considered came in contact during the selling season with less than 20 per cent of the people who bought his leading competitive car-actually eight people out of ten bought his competitive car-without disclosing themselves to the dealer, or, so far as we were able to learn, even considering his car.

Obviously, with these facts known to the copywriter, he feels the responsibility of putting specific appeal into his copy to get buyers of other makes of cars to come in and see his car before they place an order. If he can succeed in influencing only one person out of the eight who buys his chief competitive car to investigate before buying, he has a chance of adding two or three sales a month to his company's record from this one competitor alone!

It is a pretty well established fact that less than 15 per cent of automobile buyers are influenced by characteristics of mechanical design. Practically nine people out of ten take for granted that wellknown makes of cars in the same price market are all good—they buy on "impression," general appearance, reputation of the local dealer, recommendation of friends, an extra allowance on an old car. The causes which turn a buyer from one make of car to another are often very unimportant ones-

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Markets are made up of People—

This new book tells you

where these people live where they buy . . . how much money they can spend

WHAT are the really significant marketing facts about the 113,000,000 people of the United States? How has this market altered in the past five years?

"Population and Its Distribution" contains nearly 400 large pages of accurate up-to-the-minute statistics about markets. In its pages you will find—

1925 Population Figures

Do you know that the population of the United States has shown an increase since 1920 equal to the 1920 population of the states of Indiana and Illinois, combined? That four states — New York, Pennsylvania, Ohio and California have added over a half million each? That the borough of Manhattan in New York City has decreased by 300,000—while Detroit shows a gain of 250,000?

679 Retail Shopping Areas

How far can population alone serve as an index of market possibilities? Two cities in Maine, Bangor and Lewiston, are of nearly equal population. Actually, however, Bangor's trading population is almost twice as great as that of Lewiston.

This book gives complete retail shopping areas for the entire country with maps and figures for each.

Income Tax Return by Counties

How much money can people spend? Which counties in each state offer the richest sales possibilities?

In Illinois the distribution of population by counties roughly parallels income tax returns. In Alabama, however, over 82% of the total number of returns came from 20% of the counties.

"Population and Its Distribution" gives the number of personal income tax returns for every county in the United States arranged for ready comparison with population figures for the same county. Also contains a complete set of state maps broken down by counties showing income tax returns.

In addition "Population and Its Distribution" gives the number of wholesale and retail dealers for eighteen different trades by states and cities of 25,000 and over—the number of grocery and drug chain stores in large cities and many other statistics of value in planning sales operations.

We shall be glad to send you a copy of "Population and Its Distribution" upon receipt of seven dollars and a half (\$7.50). If you wish to return the book within five days we shall refund your money. Just fill out the coupon below.

J.	Walter	Thompson	Company	, Dept. E
	244	Madison Ave.,	New York	City

I enclose \$7.50 for "Population and Its Distribution."

 "How," inquired the National Advertiser, "are we going to get the most out of my New York appropriation?"

"There's one way," replied his Advertising Counsellor. "Make the Sunday New York American the backbone of your Advertising.

1 It's the All-Day Home Newspaper."



MORE people in the home thoroughly read a newspaper on Sundaythan any other day. More reading people plan their purchases in the home than in any other place. Far more people—in the home and in a purchasing mood—read the Sunday New York American than any other standard New York newspaper. And these more readers crowd every income group.

Whether you sell alligator pears, radios or automobiles, just consider this: In the richest buying suburbs in America*—the Sunday New York American introduces your product to as many readers as the next two standard Sunday newspapers put together.

As for Metropolitan New York, there it offers you 40 per cent. of all who read standard Sunday newspapers—as many people in all income groups as any million circulation—and more, proportionately, in the higher income groups than smaller circulations.

Alligator pears, soap or automobiles, nothing cuts selling costs like the largest responsive circulation—particularly in a newspaper read morning, noon and night by the entire family on a day when all are at home talking over needs and luxuries...To reach your market—sell your product—Sunday is the day, the home is the place, and the Sunday New York American is the paper.

Sunday New York American

"The Backbone of New York Advertising"

SUNDAY A. B. C.—1,083,805

➤ In Westchester, Nassau and Suffolk Counties, the richest suburban communities in America, the Sunday New York American reaches more than 50% of the native white families.

In these three counties there are 65,180 income tax payers,

115 golf courses and 133,019 owners of passenger cars.

With the Sunday New York American you reach actually many more of these people than with any other New York newspaper—morning, evening, or Sunday.

New York, 1834 Broadway

Boston, 5 Winthrop Square

Chicago, 326 W. Madison St.

San Francisco, Monadnock Bldg.

Why a Price Salesman Cannot Sell Cyclone Fence

The Difference Between Selling by the Unit Price and by the Complete Installation Compels Us to Train New Men in Our Own Sales Practices

As told to a Member of the Dartnell Editorial Staff

By John W. Meaker

General Manager, The Cyclone Fence Company, Waukegan, Illinois

VERYWHERE we are hearing the complaint that "things aren't as good as they used to be." Housewives long audibly for the good old days when a pie tin lasted long enough to make it worth their while to go down to the store after it. Their husbands grow irritated when suits wear out inside of four or five months, remembering that they used to be good for a year anyway.

The housewife doesn't take into consideration the fact that she is now buying three pie tins for a dime at the five-and-ten-cent store where she formerly paid twenty cents apiece for them. Her husband seems to forget there was a time when he wasn't satisfied unless he bought his suits at the best clothing establishment

in town, while now he hurries in to one of the "upstairs" men's stores and gets a coat, vest and two pairs of trousers for some \$26.75.

And both of them are overlooking the point that, by purchasing articles of inferior quality and replacing them oftener, actually they are spending more money and getting less satisfaction than if they bought high-grade goods in the first place.

The fault, of course, lies at the doors of manufacturers who build merchandise to sell, and distributors who sell on price alone. The

HERE are few salesmen who would forget their dignity to such an extent that they would consent to join a crew of day laborers and spend three months digging post-holes, stretching wire, mixing and pouring concrete and carrying pipe in order to gain a first-hand acquaintance with the product they are to sell. That is one of the reasons why the Cyclone Fence Company does not attempt to take experienced salesmen from other lines of business and teach them its own selling methods, because, as is explained in this article, a Cyclone salesman must know more than salesmanship in order to sell fence successfully -he must understand installation and engineering problems, construction features and other technical information which can be obtained only by working in the factory and with a construction crew.

This company has found that young college men develop into the best producers. They are mentally trained to grasp a problem quickly; they are adaptable to all requirements, even to digging ditches, and they are studiously enough inclined to be willing to study their line and their prospect's requirements. Men who received their first training selling groceries, shoes or automobiles do not seem to fit in with the practices necessary to sell fence, declares Mr. Meaker.

public has been taught to base its selections on cost rather than quality, and the majority of salesmen are schooled to make price one of their strongest sales appeals.

That is the reason why the Cyclone Fence Company has found it practically impossible to take salesmen from other lines of business and teach them to sell its product satisfactorily. A price salesman simply can't sell Cyclone fence, because he must not only sell the fence, but must also sell the installation, the company's engineering service, and the

guarantee of a perfect and satisfactorily completed job. Grocery jobbers' salesmen, or men who sell automobiles or shoes, seldom make good Cyclone salesmen because they are accustomed to sell by the price per gross, dozen box or unit. It is difficult to teach them to sell the installation, the engineering service, and the completed job along with the merchandise. The company's only alternative, therefore, is to select men who have had little or no previous sales experience and bring them up in its own way of selling.

There are two principal Cyclone products: the lawn fence, which is sold in rolls through jobbers and dealers in much the same manner as other articles, and the chain-link fence, which is sold direct to users according to their

individual specifications. The lawn fence line is built chiefly to meet the calls of buyers who use it in small quantities for miscellaneous purposes and buy it at hardware stores as it is needed. It is handled by jobbers because few dealers are in a position to buy in carload lots, and it is easier and cheaper to ship orders for two or three rolls at a time from a distributing point than direct from the factory.

It is the chain-link fence, known as "Property Protection Fence," in which by far the greater share of the company's business is done. The buyers are industrial and man- man who can learn quickly and ufacturing plants, railroads, such institutions as hospitals, schools, orphanages, cemeteries, sanitariums and asylums, public parks and buildings, private estates, and similar enterprises. Every sale made to such a concern involves the preparation of a special set of blue prints covering it, as chain-link fences are literally "made to order" for each buyer.

While lawn fence is distinctly not a price product, it is priced by the roll or foot the same as anything else of a like nature, and sales practices which are successful in selling bulk fence to hardware dealers through the jobbers are not at all applicable to selling a big installation to a factory. By way of showing the difference in the methods employed to sell the two lines, the salesmen who handle sales to jobbers, while they are a high type of men, are seldom qualified to sell to the big users, and those who specialize in chain-link fence do not attempt to make sales for the jobber dealer-department of the business. There are only a few salesmen to take care of lawn fence sales compared with the number who sell chain-link fence direct to users, covering all parts of the country and working out of branches in the principal cities.

Prefer College Men

According to the experience of this company, the men who have worked their way through college make the most desirable salesmen. This distinction is important not because the men have gathered specialized knowledge from their studies, but because they are mentally disciplined; they are usually quicker to grasp whatever problems may confront them. The fact that they have made their own living while attending school, too, indicates that they have learned the meaning of work and money, that they are more likely to appreciate their jobs and their salaries.

There is a great deal of information about the construction and installation of fences a Cyclone salesman must know, but he is not expected to have that knowledge when he is employed. He is expected, however, to be the type of meet their particular circumstances,

thoroughly and who will apply himself in earnest to studying the product.

As soon as a new man is employed-which, if he is a college man, usually is shortly after he has completed his college course and has been chosen from among many applicants recommended by college faculties or business departments over the country—he is brought to the factory and set to work in the office. By the time he has been in the office two or three weeks, he is pretty well acquainted with the way orders are handled and how specifications are made out for each individual job, and he has learned in a general way the policies and methods of the company.

The Salesman's Training Course

He is next placed in the factory, where he becomes familiar with manufacturing processes, knows how the fence is made, what materials go into it, and which features are exclusive with his product, and finally he is qualified to explain why the best possible methods of manufacture add to the life and serviceability of a Cyclone fence. By this time he has probably spent from a month to six weeks at one of the company's four mills. Then comes the most difficult part in his training for a salesman's position.

For the next three months he does the hardest kind of manual labor working with a construction crew. Since the Cyclone Fence Company emphasizes the point that it takes all fence problems off the shoulders of buyers, including installations, it maintains these construction crews out of each of its branches to do nothing but put up fences. There are fourteen of them in the city of Chicago alone, for example, and the problem is not how to keep them busy, but how to keep them from falling too far behind the sales.

Digging post-holes, stretching wire, mixing and pouring concrete and carrying pipe all are on the salesman's daily program for these three months. One of the important parts of his work will be to analyze his prospects' needs and specify the materials which will

so what he is learning about types of soil, ground plans, grades, foundations and other things relating to installations while working with the construction gang will be of immense value to him later.

Bed rock may be near the surface of the ground on one job, while on the next one perhaps a fence will have to be put up on sandy soil; he must know how to take these different factors into consideration when making out specifications. Hills, railroad tracks, roadways, the position of gates and entrances all have an important bearing on the facts he must send in to the company's engineering department whenever he completes a sale. His computations are carefully checked by expert engineers and draughtsmen at the home office, who lay them out to scale, prepare the blue-prints and delegate a construction crew to get on the job.

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One of the best things these three months do for young salesmen, aside from teaching them the actual details of the business, is to separate the capable workers from those who are neither particularly energetic nor interested. If a man goes through with three months' experience as a day laborer, it is pretty certain that he possesses the qualities of character and ambition which will enable him to develop into a successful salesman. The necessity for this intensive training is another reason why the college man is especially adapted to selling Cyclone fence.

From the Ground Up

A man who has had several years' experience as a salesman of some other line would consider it beneath his dignity to waste four months of his life, as he would probably describe it, building fences. He would be so confident of his ability to sell fences without this special training, that he could not put his heart into it. Even a man who had never sold anything before would be inclined to regard it as menial and unnecessary if he did not have that vision and imagination which is drilled into most college men and makes it possible for them to see through the thing

(Continued on page 664)

What a Real Service Policy Did For a Radio Wholesaler

Republic Radio Corporation Establishes Strict Requirements For Radio Dealers and Sales Increase 300 Per Cent in Year

By D. G. Baird

"No wholesaler has made any money out of radio." This broad statement, doubtless untrue, but containing enough basis of fact to be generally believed, was recently made by a man prominent in the industry.

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Proof of the error of this statement is found in the experience of the Republic Radio Corporation, Detroit distributors for Zenith, Priess, and Mohawk receiving sets and for a number of nationally-known accessories, such as loud speakers, battery eliminators, battery chargers, and tubes.

A. H. Zimmerman, formerly secretary-treasurer and general manager of the Continental Motors Corporation, a \$30,000,000 business, had retired at middle age. H. M. Ferguson was connected with a national advertising concern that specialized in publicity for banks and other financial institutions and was also about middle age.

Zimmerman and Ferguson got together a few years ago and decided that there was a big field in radio for business men who would conduct a radio business on sound business principles. The result was the Republic Radio Corporation.

Sales Triple in One Year

Last season, according to these men, their corporation led the country in sales of Zenith sets; they sold more "de luxe" models at prices ranging from \$600 to \$2500 than any other distributor, not excluding those in larger cities such as New York and Chicago; and they sold more Priess sets than any other distributor anywhere. They are distributing the Mohawk set this year for the first time and Ferguson says he'll "bet a hundred to one we'll lead the country with it too."

The writer has had occasion to make inquiries concerning the percentage of increase in radio sales made in recent months by practically all leading jobbers in Detroit. The largest increase reported by any jobber has been little over 100 per cent over the corresponding period of last year; Republic reports an increase of 300 per cent for the fiscal year recently ended, and about the same rate since.

Republic opened a branch in Grand Rapids, Michigan, August 1 and started salesmen traveling out of that branch August 15 and, according to Ferguson, made a net profit for the month. September sales of this branch, he added, exceeded those of the Detroit house in September, 1925.

Long-Range Policies

These results, according to the owners of the business, have not been achieved by means of any spectacular or high-pressure methods; they have been achieved, rather, they maintain, as a result of applying sound business principles to the radio business.

"In the first place," said Ferguson (who is secretary of the corporation and who did the talking, while Zimmerman, who is president, held conferences with one dealer after another), "in the first place, sound business principles decree that one have a good product to sell. The former connections and business experience of Mr. Zimmerman and myself enabled us to obtain a number of the best lines on the market and we give due credit to them and to the manufacturers. There are still some manufacturers who have no policy, some who are little more than stock promoters, and some who make very poor products. We kept clear of all of these, of course.

"But not only is it necessary to have a good product, produced by a manufacturer who has a policy; the distributor also must have a policy. We established a policy-before we ever opened for business and we have adhered strictly to that policy ever since. This policy has oftentimes caused us to drop dollars, but the very dollars we dropped were seed sown in fertile soil, and for every dollar we have lost as a result of adhering to our policy, we have made hundreds of others."

Ferguson produced several statements of policy, extracts from which will serve to summarize the principles followed. On the inside cover of the corporation's catalogue is the statement:

We will never compromise quality in favor of price, believing that a fairly priced high quality article is the safest and most satisfactory purchase for dealer and ultimate consumer alike.

We will serve only in a wholesale capacity and only the trade engaged in radio for profit, drawing a distinct line between the dealer seeking the discounts necessary to profitable radio merchandising and the individual who seeks discounts for personal gratification.

We will seek to earn and maintain a high place in the public confidence so that, in the future, the offering of a high grade product by this organization will at once enhance its value as a safe and saleable line of merchandise.

The Contract With Dealers

When a new dealer is taken on, he has already been given what he probably thinks amounts to a "third degree," and immediately after opening his account, he receives a letter which further emphasizes this policy:

Since we are privileged to open an account with you and a mutual understanding is desirable, we feel frank to ask the observance of the following conditions to be construed as the basis for the conduct of our business dealings:

Every New Dealer for Republic Must

- 1. Be successful with the lines he is handling when he comes to Republic
- 1. Service his customers twelve months a year
- Have a good location where chances for success are good
- 4. Come in person, or send a representative to take the Republic Service Course
- Have proper facilities for display, demonstration and service work.
- 1. We confine our sales to dealers established in radio for profit, displaying our lines and maintaining efficient installation and customer service.
- 2. Apparatus sold by us carries the standard guarantee of the manufacturers and, when considered defective, may be returned to us for service work or replacement, but not for credit.
- 3. Upon established credit, we ship on uniform terms of 2 per cent cash discount ten days from date of invoice or net payment on the tenth of the month following shipments made in the preceding month, subject to 6 per cent interest rate on past due accounts.
- 5. Verbal understandings with salesmen are not binding except when confirmed in writing by officials of the corporation.

It is our desire and aim to extend every courtesy and consideration to our customers and we feel that this understanding at the outset of business relations will merit your cooperation. In return, you will receive from us our most efficient service and conscientious efforts to please you.

Dealers Are Carefully Chosen

"With the rapid growth of the radio industry, policy has often been thrown to the winds," Ferguson went on. "Individuals whose only stock in trade was a printed letterhead were and are often recognized as dealers and served as such. Haste and failure to investigate were responsible for placing individuals in competition with reliable, established dealers who maintain places of business and give conscientious service to their patrons. We give applications, even now, from near beer saloons,

from set builders, and from others in businesses that have no logical relation whatever to radio.

"When we receive an application for a dealership, the first thing we do is send a policy man to investigate. No order over the telephone from an applicant is accepted until this policy man's report has been received and studied.

The Element of Service

"This man takes into consideration practically everything that would have a bearing on our relationship; the kind of business in which the applicant is engaged, his standing, his display facilities, his location, and particularly his intentions. To obtain a dealership from us, he must serve the public in radio twelve months a year; he must be successful with the line he is already handling, he must have proper display facilities for our merchandise, and he must be located where there is an opportunity to retail our merchandise. We protect all our dealers as to territory and an applicant might be rejected on the grounds that he is too near an established dealer.

"One of our dealers just called up and told me that a small dealer we have been selling to has moved to a new location where he is between two of our dealers. That makes our dealers too thick in that district and we won't sell him any more if he remains there.

"Another very important requirement, and a rigid one, is that the dealer or his representative come here and take our service course.

The course isn't very long, but it is essential and every dealer or one or more of his service men must take it to be prepared to give consumers the kind of service we insist purchasers of our products have. We have had as many as fourteen representatives of a single dealer in our service station at one time. Another dealer, one who had an 'A' rating of \$300,000, was dropped because he persistently refused to come or send a representative to take this service course.

"Service is one of the most important essentials of the radio business. We have been told by manufacturers' representatives that we have a service department second only to their own. We stress good service ourselves and we intend that our dealers shall stress service too.

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"The standard manufacturers' guarantee specifies, for example, that a set found to be defective may be returned to the factory for repair or replacement, the dealer to pay transportation both ways. This means the trouble of packing and shipping, plus several dollars for express charges. We make such repairs in our own service station, saving the dealer this trouble and expense and charging the manufacturer only for the parts used."

Making Better Merchants

While emphasis here has been placed on the Republic Radio Corporation's policy, it should not be inferred that this organization sits idle, waiting for applicants to come in and beg for dealerships or leaves established dealers to sell its merchandise as best they can. The corporation employs nine salesmen in the state and everyone, from the president down, spends much time and effort in "educating" dealers. It advertises liberally and regularly, both in the newspapers and by direct mail.

Even in selling, however, the strict policy of the distributor is emphasized and when an applicant is subjected to a severe investigation, he is consoled by the assurance that others are similarly investigated and he may, therefore, rest assured of clean competition

(Continued on page 684)

Trade Associations Stave Off Slumps

A Summary of Some of the Savings That May Be Effected By the Free Interchange of Information Among Business Men

By Gilbert H. Montague of the New York Bar

SIX years ago "business cycles" were deemed to be humanly uncontrollable, and almost as inevitable as the tides.

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Today business men to an unprecedented degree are themselves prolonging our national prosperity, by self-imposed cautions and other controls that undoubtedly have lengthened the present "business cycle."

The most effective control, it has always been agreed, is the collection and dissemination of trade information, by which manufacturers and distributors individually may be enabled to conform their production and distribution to the known facts of total consumption, total output, total orders and total stocks on hand throughout the country.

Will Effect Big Savings

Secretary Hoover, and the president's Committee on Unemployment in 1921, and most other students of the problem, have all agreed that this information can best be handled by manufacturers and distributors through their own trade associations.

The attorney general, however, and the courts, until lately, have been fearful lest the exchange of this information through trade associations might result in a violation of the Sherman Act.

When the Supreme Court, therefore, in June, 1925, finally decided that the exchange of such information through trade associations did not necessarily violate the Sherman Act, the Supreme Court released for the use of the business world the most efficient of all controls over the "business cycle."

The significance of this event, in the industrial and social life of America, is so great that even now it is not entirely appreciated.

To stave off speculative buying, over-production, collapse of prices and industrial depression is a great deal more than a mere boon to business.

Sales, stocks on hand, output, cancellations, plant capacity, past prices, and other essential facts regarding production and distribution, can now be exchanged by manufacturers and distributors through their own trade associations, according to the latest Supreme Court decisions and the present attitude of the government administration.

What this means to human life, in wiser production and more efficient distribution, can hardly be over-estimated.

To avert extravagance, inflation, inefficiency and all the other wastes that come with business booms, and to avoid unemployment,

cancellation of orders, contraction of credit and all the other ills that come with business slumps, is a humanitarian achievement of the highest order.

Uncertainty, strain, anxiety, unsettlement and loss of morale have for generations been the toll that "business cycles" have levied on them, women and children in every station of national life.

To prolong the "business cycle," to lengthen the swings between business prosperity and business depression, to raise the valleys and lower the peaks of business activity, and to substitute reasonably continuous well-being for alternate feast and famine in industry are accomplishments that make cheerful business men, contented working people and higher standards of life throughout the whole scale of civilization.

Export Sales for Six Months Reach \$2,207,000,000

EXPORT trade of the United States for the first six months of this year amounted to \$2,207,000,000, according to an analysis of America's world trade issued September 29 by the foreign commerce department of the United States Chamber of Commerce. This figure exceeds that of any complete year before 1913, the analysis shows, and also surpasses the first six months' exports of 1922, 1923 and 1924, although it is slightly smaller than that of the first half of 1925.

Nearly half of the exports, it was explained, consisted of finished manufactures. Exports of American manufactured products have shown a decided upward trend for the past five years, and in the second quarter of this year they

EXPORT trade of the United States for the first six months of this year amounted to \$2,207,-000,000, according to an analysis of America's world trade issued Sepsage 1,000,000,000.

The leading export still is unmanufactured cotton, although its dominance is not so marked as formerly due to the rise in automobile and gasoline exports. During the first six months 162,000 automobiles, 21,000 more than last year's record showed, were exported, an increase of 15 per cent. Other important exports were: Gasoline and similar products, \$128,000,000; leaf tobacco, \$63,572,000; lard, \$60,121,000; refined copper bars, \$59,392,000; coal and coke, \$54,-348,000; and agricultural machinery and implements.

FINAL NOTICE! Liberty's Advertising Rates Go Up November 1st

UP to November 1, 1926, advertisers can contract for space through the rest of 1926 and the entire year of 1927 at the current rates based on 1,100,000

circulation. If you buy, therefore, before November 1, you receive a bonus of 250,000 circulation per issue or 3,250,000 on a 13-time basis, absolutely free.

YOUR SAVING

on 13 Insertions of Following Units If Ordered Before Nov. 1st

WHEN present rates were made LIBERTY promised its advertisers a circulation of 1,100,000 copies. They got it.

Now Liberty announces an average NET PAID circulation of 1,350,000 during 1927. Liberty will keep its promise.

99% of Liberty's Circulation is Newsstand and Boy Sales

Back Cover . .

Orders for 1927 Accepted Up to Nov. 1st at These PRESENT RATES

Line Rate							•		\$:	5.00
Eighth Page		4	4						37	5.00
Quarter Page	3		٠	٠	٠				750	
Half Page										0.00
Full Page										0.00
Two-Color	-									0.00
Four-Color	Pag	ge		٠				•	500	0.00
Back-Cover			•	•		٠			650	0.00

Orders Placed After Nov. 1st are Subject to These NEW RATES

19500.00

								\$ 6.25
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•								937.50
								1875.00
								3750.00
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Buy Your 1927 Space Now and Get 1,350,000 Circulation at the 1,100,000 Rate

Just Consider This Saving!

TWO YEARS OLD and ALREADY SECOND

In Advertising Lineage

100,000 200,000 300,000 400,000 500,000	600,000 700,000 800,000 900,000					
Saturday Evening Post	3,106,049					
Liberty	818,690					
Ladies'Home Journal	759,350					
Literary Digest	661,628					
Good Housekeeping	589,807					
Woman's Home Companion 480,569						
Collier's 421,807	LIBERTY has already announced it printed more advertising during the first six months of 1926 than any other magazine of general character, with the exception					
American 399,476						
Pictorial Review 331313	of The Saturday Evening Post. LIBERT has not only held second place during July, August and September also, but					
Cosmopolitan 299770	increased its lead over the 3rd magazine by more than 50,000 lines.					
McCall's 296,945	This chart shows LIBERTY second in advertising lineage from January, 1926, to September, 1926, inclusive.					

GLiberty A Weekly for the Whole Family

247 Park Ave. New York

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ID of

General Motors Bldg. Detroit 705 Union Bank Bldg. Los Angeles Tribune Square Chicago

If the Jobber Fails-

is it the manufacturer's fault?

By W. J. McLaughlin

CANNOT quite agree with Ralph K. Wadsworth's views on the jobber.* It is quite obvious that if the average dealer, limited as he is in personnel, were to interview the salesmen from all manufacturers whose lines he handles, he would have about as much time on his hands to promote his own business as "Red" Grange has circling the ends.

Ten years experience in the jobbing industry, eight of which were spent in an executive capacity, combined with a faculty for getting well acquainted with manufacturers' representatives, have given me a fair insight into the problem. I have never sat around and "chewed the fat" with any group of manufacturers' men who did not paint a picture of the jobber as the most impossible looking individual in the business portrait.

Ammunition for the Jobber

Many manufacturers have tried to "cut the bases" hopping from first to third and leaving the jobber at second to use his bag for a pillow, but sooner or later the old umpire of economy sends them back to follow the proper path. On the other hand, it would be ridiculous to say that it has not been done successfully. It has, and probably will be again, but when individual cases of success turn the herd loose on the dealer, his cries of help will outdistance any voice that ever paged a hog.

You know the story—the jobber has too many lines to sell—he cannot successfully merchandise specialties—his men are merely order-takers—he changes his affections as rapidly as an old maid—he does a thousand and one things he

IF A JOBBER is to succeed with a manufacturer's line of a specialty character, the manufacturer must introduce intelligent methods of educating the jobber's men, must give them selling plans and ideas, and back their efforts with advertising. The concern that loads up a chain of jobbers with a complicated specialty product and expects them to succeed with such a line without the right kind of cooperation, cannot blame the jobber if he fails, this writer says.

to get somewhere. They cannot imagine themselves sending out a representative with a catalog in his hand and a price on his lips and expect to have to requisition all the available freight cars in the Middle West to take care of his orders. No. They see to it that the man is thoroughly trained before he wires ahead for his first reservation.

If this is true, and it is, how in the world does he expect the jobber's salesman, who receives word that "we have taken on a new line of rubber vests. A catalog and price sheet is being mailed to your home address," to do a good job? He cannot.

Intelligent methods of education must be introduced all in cooperation with the sales manager of the jobber. Sales conferences should be held. A representative should go into the territory and travel with the men, spending about a week with each one. Sales letters on improvements and sales literature must be mailed to the sales manager for distribution to the salesmen, and they should always go through the sales manager, not



shouldn't do—but somehow or other he always manages to meet his payroll and maintain his credit.

If the manufacturers will realize that one must know a product before he can sell it, they will start

^{*&}quot;Direct Mail as a Solution to Jobber Indifference," Sales Management for August 21, 1926.

The positive side of the negative appeal

THE advertiser was reading several advertisements of a forthcoming campaign.

Nods and smiles greeted the first few pieces of copy. But advertisement number four elicited only a frown. "In this one," he commented, "I see that you have started with a negative appeal. Don't you think that all advertising is stronger when approached from the positive angle?"

There are three possible bases on which an advertisement of a product can be built. The advertising appeals that you can use for any article fall into one of these three classifications.

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The advertisement can be based on:

- a. the qualities of the article
- b. the results of using the article
- c. the results of lacking the article.

The last is negative, someone comments, and hence fairly sure to be weak. Yet there are

some situations in which the negative side cuts far deeper than the positive.

One of the best-pulling advertisements on a book of etiquette pictured the utter inability of the heroine to order with assurance any dish other than chicken salad. The negative side of composure when dining out, you will note.

Pelmanism and the Alexander Hamilton Institute find their recruits largely among the non-successful.

The advertising of Hammermill Bond often pictures the confusion in the business office that does not rely upon the printed form. The best known automobile tire gauge—Schrader — frequently dramatizes the wasting wear and tear that follows improper inflation.

Tire chains, fire insurance, and halitosis cures are all advertised with negative appeals.

The negative appeal, like the good old "optical center," is something to keep in mind, but not to follow to slavedom. You doubt it? Then try to rephrase the seventh commandment positively.

GEORGE BATTEN COMPANY, INC.

Advertising



directly to the men. Adequate and consistent advertising should be done in business papers to educate the salesmen and break down dealer resistance.

I have purposely left the most important point until the last. And that is one in which the jobber may be criticized if he does not play his part. The jobber should install department heads for "specialty" selling and a well paid man of the executive type should be in charge. There is nothing to be gained by filling a chair with 165 pounds of muscle and bone and labeling it "Department Manager." The proper man can handle three or four lines successfully, can be held responsible for a certain volume of each product, and if he is the right type, he will function according to the blue-print.

This seems to me to be the solution of the problem, if it is a problem. The economic reasons for a jobber's existence are so well defined, so clean cut, that it is hard to understand why the average manufacturer plays "blindman's buff" with it—when he does.

He Isn't a Wallflower

The jobber is not particularly concerned when a manufacturer calls "quits." He has only to open the door to let another manufacturer fall into his office. The line is great outside his place marked "Private," and it is safe to say that when he turns the knob the one with his nose against the glass will bounce clear across the room from the pressure behind him of men who "know their apples."

To come down to specific cases which prove my contention that the jobber can handle even a complicated specialty product efficiently if he is given the right sort of cooperation by the manufacturer:

I do not know of any article which the electrical jobber handles which is more difficult to sell than a watt-hour meter. And why? Because within its little body lies all the complications and eccentricities of an electric light plant.

In fact, it may be likened to a central station. It has its generator, its motor, its transformers.

The man who sells it must talk to a class of men who call it "the meter art." He must know its mechanical construction, its electrical characteristics. And, not only that, he must know the same thing about several competitive types. He must sell this product to a man who is purchasing another make and who must be persuaded that it would be to his advantage to install a different type. He must "sell" standardization on his product where a company is already standardizing on another. It's a he-man job of selling and yet the jobber's salesman is doing it.

Working With the Jobber

The Sangamo Electric Company of Springfield, Illinois, the largest independent manufacturer of watthour meters in the world, with plants in Canada, England and Japan, since its beginning in 1899, has used and is using the electrical jobber as a source of distribution. Some of its business is secured direct from large public utilities, but on the other hand a great proportion of it comes through the jobber who signals the factory "I have a bite" and immediately secures a representative to row the boat.

Finding, in the earlier stages of meter development back 1910, that the jobber was not breaking the back of any Springfield mailmen with orders, R. C. Lanphier, vicepresident of the company and the man directly responsible for its huge growth, set about to see what could be done. His first step was to build up a group of young men, most of them engineers, put them in overalls, and send them into the factory to learn the business from receiving the raw material to testing and repairing not only their product but others as well. When they finally received their "diplomas" in the form of a territory and an increased pay check, they had been so well prepared that they knew the strength and weakness of every watt-hour meter on the market.

His next step was to reach into the Electric Appliance Company, a jobber in Chicago, and pluck the most desirable man for his next purpose. This was done, of course,

with permission of W. W. Low, the president. C. R. Horrell was the man with the jobber's viewpoint who was appointed to the position of sales manager of the company.

Following this move, a man was selected from each jobbing house, or found for the purpose, given a thorough course on meters, and established as department manager of the jobber from whose house he came.

These men were given a definite quota based on conditions in their territory; suitable and satisfactory financial arrangements were made for them on the proposition, and they were told to "go to it." They immediately started to travel with the jobbers' salesmen, educating them by actual demonstrations before prospects as to the merits of their line. Not content with this education, the jobbers' salesmen were taken in groups, whenever feasible, to the factory, and given a short course on meters.

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Selling a Complicated Specialty

The entire works being now ready, the wheels were set in motion. A jobber's salesman would call, if possible, and he generally did, without any help. If he needed aid, he wrote or wired for the department manager who would "hop" the first train. If he in turn ran into any knotty problems, the nearest manufacturer's representative would be right on hand.

No discouragement was ever acknowledged. There is one case of a jobber's salesman who worked silently for five long years playing a lone hand on a utilities company covering a vast territory and one day he surprised everyone by walking in with a \$75,000 contract. His effort throws an interesting sidelight on what a jobber's salesman is capable of accomplishing. He started in educating the lowliest meter man in the smallest town in his territory and worked his way gradually to the divisional point. In turn he covered all those points thoroughly and five years later handed the purchasing agent at the main office a pen with the proper suggestion. This took effort, but behind it was education.

(Continued on page 688)

Policies That Built a \$9,000,000 Business in the Corn Country

How Newspaper and Radio Advertising Have Put Driving Force Behind a Sales Plan for Wholesaling Automobiles

An Interview by a Member of the Dartnell Editorial Staff with

H. E. Sidles

President, The Nebraska Buick Auto Company, Lincoln, Nebraska

THERE seems to be a more or less prevalent notion among sales managers that the lean years and the fat years in the rural Middle West succeed each other inevitably in direct ratio to the success of the corn and wheat crops.

There is something fundamentally wrong in taking poor crops rumors too seriously to heart as a guide for sales strategy, lies in the story back of the development of the Nebraska Buick Auto Company, the concern which, with a home office in the little city of Lincoln.

At the first hint that the corn has suffered from drought, rumor flutters about whispering that "the farmers aren't buying," and sales pressure is transferred to territories that appear more promising. The soundest proof I know that

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of ed ıg ıy ne kis ean le est in ay nt. its ter he er ut wrong in taking poor crops rumors too seriously to heart as a guide for sales strategy, lies in the story back of the development of the Nebraska Buick Auto Company. the concern which, with a home office in the little city of Lincoln, has built up a business in Buick cars and accessories which, this year, will amount to more than \$9,000,000 in annual sales volume. With one single exception, every yearly balance sheet since 1909 (the year the company started) has shown an increase of from \$400,000 to more than \$1,000,000 in annual volume-one year the increase amounted to more than \$1,200,000. And this steady and somewhat remarkable gain has taken place

despite its wide use, must still be classified distinctly as a luxury.

In the territory in which the concern operates, which includes all of Nebraska and Iowa, parts of Kansas, South Dakota and Missouri, Omaha is the biggest city, so it is clear that the profits of the business depend solely on the concern's success in selling the farm trade. Good crops or mediocre crops, the steadily rising sales curve is testimony that the market has responded year in and year out to aggressive, thorough-going sales tactics consistently applied. They're even getting folks to develop the "Buick habit" out there-literally dozens are driving their sixth or



"We require all of our dealers to advertise in their local newspapers," says H. E. Sidles, president of the Nebraska Buick Auto Company. In the explanation of his company's dealer policies in this article Mr. Sidles tells why.

Will you allow great retailers marketing success

How they have analyzed the market—how they concentrate their advertising on a 12-mile area • •

TRULY Boston seems to be a fruitful field for national advertising. And it is. The existence in Boston of some of the greatest retail stores in the United States proves this. Their business volume, their lists of charge accounts are additional proof.

Because so many national campaigns felt disappointment with results in Boston, whereas Boston retailers experienced no such difficulty, the Globe decided to investigate the Boston market.

A seeming 30-mile trading radius really 12 miles

And the Globe found that the chief difference in principle between most national campaigns coming into Boston, and Boston retail advertising, lay in the conception of the Boston market.

The secret lies in separating the real Boston buying population from the population that merely lives near Boston.

The Globe investigated parcel deliveries of great Boston stores. And it learned that 74% of these parcels go to homes within 12 miles.

The Globe obtained from a leading department store an analysis of the location of its charge accounts. It learned that 64% of these are within 12 miles.

Then the Globe analyzed retail outlets in all leading fields. Numerically these outlets show a majority within the 12-mile area. In actual business volume this strength is greater than it seems because these stores within the 12-mile area are the bellwether stores—biggest in volume—real leaders.

How the Globe parallels this new trading area

Within this newly-defined trading area the Sunday Globe offers the largest circulation of any newspaper in Boston, and its daily circulation is even greater than on Sunday. That is why in 1925 Boston department stores placed the daily Globe first on their list, and in the Sunday Globe used as much space as in the three other Sunday papers combined.

The Globe sells Boston—the Key trading area of 12 miles—1,700,000 people whose per capita wealth is nearly \$2000. It commands the liking of these people through editorial merit. It interests women through the oldest woman's page in America. It interests men through its full treatment of sports. It is politically and religiously nonpartisan.

Sell the Key trading area through the Globe

The Globe covers the 12-mile trading area more intensely than any other Boston paper. That 12-mile area is Boston's Key market. Retail sales prove it; density of population and per capita buying power prove it.

Study the map at the right. See how the Globe leads in the key market. Note the figures on distributing outlets. Then buy the Globe *first* in Boston.

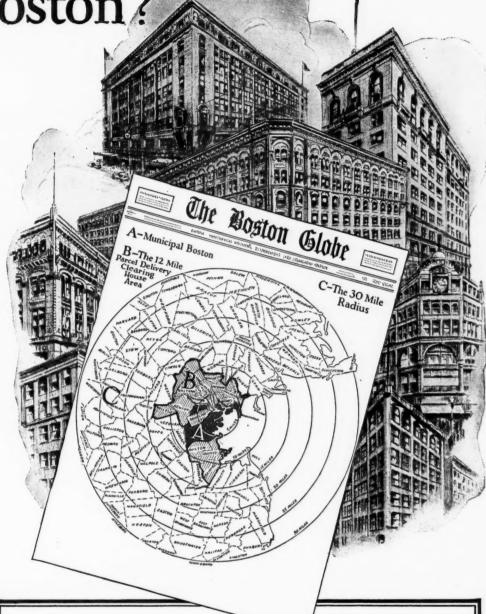
TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

It is pretty generally true in all cities with large suburban population that, in the metropolitan area, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

to show you the way to in Boston?



In the Area A and B, Boston's 12-mile Trading Area, are

64% of department store charge accounts 74% of all department store package deliveries

61% of all grocery stores 57% of all drug stores

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60% of all hardware stores

57% of all dry goods stores 55% of all furniture stores 46% of all automobile dealers and

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday

The Boston Globe The Globe sells Boston.

The Significance of Detroit News Advertising Leadership of the World

In a city one-sixth of New York's size, The Detroit News nevertheless carries 3,269,208 lines more advertising the first 8 months of 1926 than New York's outstanding advertising medium — The New York Times

TO comprehend fully the relative strength of The Detroit News among the great newspapers of the world, compare the population of Detroit and suburbs with that of the great metropolitan area of New York. Detroit's population is one and a half million; New York's is six times as great.

News advertising for the first eight months of 1926 exceeds that of The New York Times,

generally conceded America's outstanding newspaper, by 3,269,208 lines for the first eight months of 1926.

The Detroit News furthermore tops the list of all great American newspapers in the matter of advertising patronage not only weekdays but weekdays and Sundays combined, carrying 22,447,362 lines during the first 8 months of 1926.

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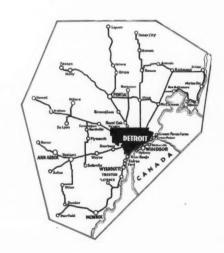
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The net paid combined week-day and Sunday average circulation of The Detroit News exceeds 335,000 (350,000 Sundays and 320,000 weekdays) and is larger than that of any other Michigan newspaper. In

fact, no other city of Detroit's size or larger is so thoroughly covered by one newspaper as Detroit is by The News.

You, also, can profit through such coverage.



The Detroit News

Detroit's HOME Newspaper

rounded to permit any complete exposition of the reasons for their success in a single article of three thousand words. However, rather than devote too much space to any one plan, the "ensemble" resulting from the coordination of all these methods is so interesting, we have chosen rather to suggest the framework of several of the more important policies so that the reader may have a picture of the sales department which has established this record of consistent growth in seventeen years of selling automobiles to the American farmer.

The most important phase of the Nebraska Buick sales plan, it seemed to me, was the set of dealer policies through which they have been able to build up and maintain and control their powerful dealer organization. These policies, outlined by H. E. Sidles, president of the company, include a carefully worked out compensation plan.

A Complete Market Analysis

"We have more than five hundred dealers in the radius in which we operate in wholesaling Buick cars," Mr. Sidles said, in explaining the sales plan. "At the beginning of the fiscal year, August 1, each one is assigned a quota of cars for the following year, based on a certain increase over the previous year's business and a careful analysis of potential sales possibilities in the territory.

"We have complete statistics on the exact number of cars of competing makes which are running in each of our territories—this, together with an index of purchasing power we have worked out, forms our judgment as to the sales possibilities for the following year. This information is controlled through a colored map system, and discussion of these maps is one of the big features of our convention program. We believe it is extremely important that each dealer understands the full potentialities of his own market, for then, when his quota is assigned, he will accept it as a just estimate of the number of cars he can sell in the coming twelve months. By showing the maps of well developed territories in comparison with those sales possibilities have not been thoroughly

worked, we get the dealer to thinking in big terms as to his own job.

"In order to encourage dealers to build as big a volume as possible. we put a premium on over selling quota. This operates through a bonus, on a sliding scale plan, through which they, at the end of the year, get a certain percentage on gross volume of sales above a quota of 24 cars. Above the minimum quota the commission gradually steps up in percentage so that the dealer knows he is making a larger and larger amount of money on each additional car he sells after passing the minimum quota. This is an extremely strong incentive for him to drive harder and harder for sales as his territory develops.

"At the end of the year the company sends him a check for the bonus he has earned—these checks run anywhere from \$1,000 up, and almost every dealer earns one. I think it will be apparent that we are making good business men out of our dealers through this arrangement; by handing them this lump sum at the end of the year as clear profit or net additional saving, the bonus represents, to them, just so much "velvet." Until the end of the year no dealer knows how much he is going to make. If he drew extra commissions from month to month, his tendency would be to spend them immediately and at the end of the year have no large savings. But when about August he holds in his fingers a check for several thousand dollars that he knows is absolutely clear money, it gives him a great feeling of satisfaction, and it is a spur toward redoubled efforts for the following year.

Require Dealers to Advertise

"Here on my desk right now is a check for a dealer up in the northern part of Nebraska, for \$5,400, which is going out today as his reward for selling an extra number of cars. He oversold even the stiff quota we set for him a year ago. Our dealers are making money, and that keeps them from getting restless and makes the Buick franchise a greatly coveted one in every locality.

"We require all of our dealers to advertise, for another thing. And this brings us to the question of

our general advertising policy. We have never handled anything but nationally advertised quality products. In the jobbing division of our business—in our supply and accessory departments—you'll find Champion spark plugs, Mazda lamps, Silvertown, Firestone and Goodrich tires, and so on—nothing but widely advertised names.

"We believe a business today can't run successfully without advertising. We have always advertised as long as we have been in business, and we do it the year around. Behind the comprehensive national advertising of General Motors for Buick, we have built another advertising plan of our own which is still further reinforced by the advertising of our dealers. We use space in the small city newspapers in our markets, then we require the dealer to spend 1 per cent of his annual volume on advertising on his own account.

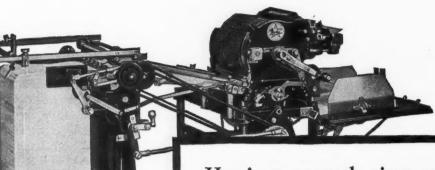
Service That Makes Friends

"In the last two years we have entered the newest field of advertising-that of the radio. We own and operate our own station KFAB and we are well sold on the possibilities of its development as an advertising medium. We do not think that radio, in any sense, is to be regarded as a substitute for other forms of advertising, but it can be a powerful ally. Our success with radio in the past two years has been substantial enough so that we are now enlarging our broadcasting facilities and putting in a new and more powerful station. Besides being a great builder of good will, the radio is unusually effective as a means for cashing in on any item of current news value which may also have selling value for us. When the New York News offered to give Miss Gertrude Ederle a car upon her return to America, and she cabled back that her choice was a Buick, the radio gave us an immediate opportunity to make wide use of that fact with a good selling plant without at all imposing on our listeners."

Entirely separate sales forces handle the two major divisions of the business—the contact with dealers on the wholesale distribution of Buicks—and the jobbing of

(Continued on page 668)

What Do You Pay for IMPRINTING?



You may be able to save enough to pay for a Multigraph in a year—or in a month—or even on a single job.

Here's an example given us by the MOLINE IMPLEMENT COMPANY, makers of the famous Moline Plows:

In six months this nationally known company imprinted half a million farmers' catalogues. The Multigraph saved them over \$1100 on imprinting, and they also gained by doing their own addressing and inserting.

Cost of imprinting 50	0,000 \$1300.00	\$158.25
Cost of addressing 41		040.75
Cost of inserting 419,	889 <u>524.86</u>	942.75
TOTALS	\$2559.66	\$1101.00

The printing Multigraph will easily make a million or more impressions a month. It can handle a job like the one just described and at the same time make further saving by printing office and factory forms, stationery, advertising features, bulletins, house organs, et cetera.

Ask your advertising manager or purchasing department to itemize your annual printing cost by jobs. You may find several big ones that will surprise you—as well as many little ones which could be handled on a Multigraph more quickly, more easily, and at considerable saving.

THE AMERICAN MULTIGRAPH SALES CO.
1832 East 40th Street Cleveland, Ohio

MODEL 66

printing MULTIGRAPH

The Multigraph Solves Many Imprinting Problems

To mention but a few, it is used to imprint bank checks with customer's name and address; cards, folders, catalogues, with dealer's name; tags, wrappers, and bags, with names, numbers, etc., and it even signs an executive's name to payroll checks. Wherever, on a standard form, there are frequent changes in some symbol, name, number, or other identification, there is a Multigraph opportunity. The savings in money and time are frequently so large that every high executive is justified in personally investigating the situation in his own business. If you don't know the location of our nearest division office, address The American Multigraph Sales Company, 1832 East 40th Street, Cleveland, Ohio.

When You Write, Ask for this Book inc

pu

It describes the latest, speediest and most complete printing Multigraph and gives valuable information about doing your own printing at a profit. Write, on your business letterhead, to The American Multigraph Sales Company, 1832 East 40th Street, Cleveland, Ohio.

What a Sales Manager Ought to Know About Uncle Sam's Definition of

Restraint of Trade

By Gilbert H. Montague

of the New York Bar

EFORE we go on with the discussion of specific practices that at one time or another have been condemned as violative of the anti-trust laws, it seems wise to emphasize once again an essential and fundamental fact that must not be lost sight of: namely, that the offense does not necessarily consist of specific practices at all, but may be the plan

or purpose with which the specific practices are carried on. It is the resulting restraint of trade that breaks the law, even though the particular means by which the result is accomplished may, considered in itself, alone be lawful. If this seems to you to be a distinction without a difference, you are not such a very great exception after all. I know many business men who have had considerable difficulty in understanding it.

Especially since the promulgation of the "New Rulings" on the part of the Federal Trade Commission, there seems to be a tendency to regard this subject purely from the standpoint of expediency. The business man is more and more inclined to feel that he is safe in pursuing a questionable policy until such time as he may happen to be called to account for it; that if and when that happens he can discontinue it and be dismissed with a kiss upon the brow merely by filing a stipulation not to do so

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Copyright, 1926, by Gilbert H. Montague.

"T T IS astonishing sometimes to note how the government attorneys can take a long series of apparently isolated and disconnected events, occurring over a period of many years, and show how they are all related, one with another, as steps towards the carrying out of a definite purpose," the writer of this article points out.

"They may go back twenty or even thirty years to a day when business generally was conducted with less tact and more asperity, and pounce upon some statement of policy of a bygone administration as evidence that an illegal plan or purpose was then in existence."

> All of which may be plausible logic so far as the Trade Commission is concerned. But behind the trade commission looms the shadow of the Department of Justice, which is not limited by statute to the prevention of "unfair methods of competition." The Department of Justice is not so much interested in specific "methods of competition" as it is in the plan or purpose that lies back of them. Obviously a promise to abandon a questionable practice would have no effect whatever upon the plan or purpose with which the practice was adopted, and a stipulation to avoid the practice for the future does not carry any immunity from prosecution on the main issue.

As a matter of fact it has happened repeatedly in cases brought under the Sherman Act that practices which have been abandoned (sometimes for many years) have been presented as evidence of a steady purpose to restrain trade, and have reacted with deadly effect. The outcome of a proceeding by the government under the Sherman of the company under indictment

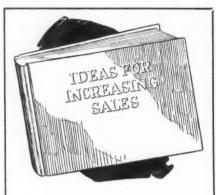
Act is very likely to depend upon the existence or the nonexistence of what is known as a "continuing conspiracy" to suppress competition or to create a monopoly, and every act of the defendant organization for perhaps twenty years in the past has its weight as evidence to prove or disprove the existence of the conspiracy.

All that the government has to do is to

prove that the conspiracy "continued" down to a date within three years preceding the date of the indictment. To the plea that a certain practice was abandoned the government is extremely likely to reply, "Exactly so. It was abandoned because the purpose for which it was adopted had been accomplished, and it was no longer necessary. The very fact of its abandonment at that particular time is proof that the purpose existed."

Let me illustrate this by a reference to the government's tactics in the so-called "cash register" case. All of this is ancient history now, of course, and the government's contentions were ultimately overruled by the Circuit Court of Appeals. The government was so far successful, however, that certain officers of the defendant company rested for two years under the shadow of a sentence of imprisonment.

The government's contention was that the officers and employees



4 things that interest Sales Managers

- 1. Good Approach in Their Salesmen
- 2. Efficiency in Their Salesmen
- 3. Immaculate Samples
- 4. Increased Sales

Knickerbocker "Made Right" Sample Cases—

- 1. Get your salesmen in to the buyer on their neat and business-like appearance.
- 2. Open quickly and display samples skilfully, saving the buyer's time as well as the salesman's.
- 3. Keep samples clean, fresh, and new in appearance, saving the expense of frequent replacements.
- 4. Please buyers and open the way to bigger—better—and more—orders.

A whole album of Ideas in colors will be sent prepaid to responsible firms without obligation except to return. It shows how we have made special cases for many well-known concerns, frequently when they thought it was impossible, enabling them to show samples or miniature models, instead of photographs, thereby increasing their sales.

Knickerbocker Case Co.
"Made Right" Sample Cases—Since 1900

225-235 N. Clinton Street
Chicago (322 8F)

had conceived a definite purpose to monopolize the cash register business, and that in carrying out that purpose they had conspired among themselves and with others to drive competitors out of the business. Since this purpose or conspiracy existed only in the minds of those concerned in it, the government was forced to turn to the acts of the company in order to prove its existence.

In this effort the government ransacked the company's records for twenty years preceding the indictment. "We find," they said, "in an issue of one of the company's publications under date of May 1, 1892, the following declarations:

"'If the opposition knew what is in store for them they would not waste any more time and money staying in the business. They are all beginning to realize that there is no hope for them.'

Dusting Off Old Documents

'It is only a question of whether we propose to spend the money to keep down opposition. If we continue, it is absolutely certain no opposition company can stand against this company and its agents. If necessary, we will spend five times as much money as we have already done, in order to down opposition. If they really believe this, they will throw up the sponge and quit.'

'We are receiving overtures to buy out opposition. We will not buy them out. We do not buy out; we knock out.'

"We find further statements of exactly the same purpose at frequent intervals over a period of years. We shall show that the employees and agents of the company received instructions exactly in harmony with that purpose, and that they acted in accordance. We shall show that many competitors actually were put out of business, and the circumstances under which that was accomplished. We shall show that this course of action continued down to within three years preceding this indictment, in pursuance of the purpose and conspiracy aforesaid."

Now it was a fact that, at the time the company made the

declarations of intention quoted by the government, it was the owner of basic patents which constituted its competitors' simply infringers doing business in violation of its rights. It was also a fact that during those years it was generally understood that the Sherman Act did not apply to manufacturing concerns, and the government tacitly concurred. But the company relied most strongly for its defense upon a letter that had been sent by its sales managers to all its district managers on April 1, 1909two years and ten months before the indictment. This letter was a plain disavowal of any intent to restrain trade, and read as follows:

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"To All District Managers:

... "In the various conventions I have attended, I found that some of the newer members in the districts are not thoroughly clear on the best way to handle sales made by other companies. Please see that every agent in your district thoroughly understands our position in the matter.

A Basis for Defense

"You know what this policy is, but in brief will say that in no case will we permit any of our agents to misrepresent cash registers manufactured by other companies; neither will we permit any agent or person in our employ to induce any purchaser of a cash register made by any other company to break his contract and return the register to the manufacturer. With the line of registers that our agents now have, they are able to show the superiority of Nationals over those of any other make and at lower prices.

"There has been no violation of our policies that I know of, but I give you this information because of the inquiries received from the newer men in the field.

"Please see that these instructions are carried out in every detail and that the new men are so instructed on entering the field."

That is certainly a clear declaration that the purpose (if it ever existed) had been abandoned for some time prior to April, 1909. But the government interpreted the letter rather differently—as proof, in short, that the conspiracy had

continued at least up to the date when the letter was written. The only reasonable ground on which to account for this letter, the government contended, was the fact that legal proceedings against the company were about to be instituted, and the company wished if possible to forestall them. If the conspiracy was terminated at all, it was not terminated until this particular letter was sent out, and that was within the three-year period.

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As I have said, the Circuit Court of Appeals reversed the verdict of the lower court, and remanded the case for a new trial. The court held, however, that there was room to claim that the government's interpretation of the letter was the only reasonable interpretation, and if the jury chose to put that construction upon it they might do so.

How Cases Are Made

Instances of the same sort could be multiplied. The Department of Justice and the courts have an unering instinct for going directly to the question of the motives that inspired the adoption or the abandonment of practices or policies. The abandonment of a specific practice is extremely likely—almost certain, in fact—to be construed in the light of all the surrounding circumstances 'and the whole past history of the concern.

Under such conditions it may become highly significant as evidence, not of an intent to obey the law, but of a general purpose to evade or violate it. In not a few cases the very acts or documents that have been strongly relied upon as a defense against the government's charges have been used by the government with telling effect as evidence in support of its own contentions.

It is astonishing sometimes to note how the government attorneys can take a long series of apparently isolated and disconnected events, occurring over a period of many years, and show how they are all related, one with another, as steps towards the carrying out of a definite purpose.

They may go back twenty or even thirty years, to a day when business generally was conducted

(Continued on page 685)

Industrial Bond Issues

WE are prepared to purchase entire bond issues of sizeable and sound American industrial and manufacturing companies.

Address our office at 42 Broadway, New York City

HORNBLOWER & WEEKS

ESTABLISHED 1888

BOSTON CLEVELAND PROVIDENCE NEW YORK DETROIT CHICAGO PITTSBURGH PORTLAND, ME.

These Desert American Isles



"... blonde ... brunette ... "

Trim, self-possessed, with a trace of hauteur, the secretary hands back the card and reports: "He's in conference." There is nothing new in that for the salesman.

Another call. Another secretary—perhaps blonde this time, instead of brunette—brings out the word: "He asks to be excused—he's too busy."

Little men, big men

More often than not the real reason is business. True, sometimes little men must put up a good front. But big men, coming men, busy women, too—are most worth selling if they are hardest to see. *

Many a man spends the hours of his day—and long into the night—on an island of business completely surrounded by work. That is all part of accomplishment's toll. These are the keen-

minded, who can't fall behind. But how can they maintain wide contacts outside of their business?

They couldn't, were it not for the newsmagazine.** The name is TIME—in business or art, politics or religion, music or medicine, TIME selects the best and reports it each week. Don't make a mistake! TIME is not a digest of opinion, not a journal of views. It is a sprightly news narrative that blankets the world.

Gangway!

TIME beats a path to those whose custom counts most. Ask a regular TIME-reader. He will say: "It is the one publication I really read every week." He is a reader not inclined to pinch pennies. He pays \$5 for TIME for 52 weeks—and mind you, no premium.

These are TIME's circulation stairsteps:

March, 1923	9,500
March, 1924	34,056
March, 1925	81,925
March, 1926	107,234

**Subscriber Edsel Ford, Detroit: "... answers a long-felt need"

TIME

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THE WEEKLY NEWSMAGAZINE
To Press Tuesday To Readers Friday

ADVERTISING MANAGER
ROBERT L. JOHNSON, 25 W. 45th St., New York
REPRESENTATIVES
New York Office — Howard J. Black,
PAUL A. SYNNOTT
Western—Howard P. STONE, WILLIAM C. PHELPS,
WILLIAM R. STEWART
38 S. Dearborn St., Chicago
Southern — F. J. DUSOSSOIT,
1502 Land Title Bidg., Philadelphia
New England—John M. Sweeney, Jr., Newlin
B. Wildes, Richard W. Read,
127 Federal St., Boston
Pacific — ROGER A. JOHNSTONE,
Alexander Bidg., San Francisco

^{*}There is, however, a Manhattan legend of a shrewd, successful corporation executive with this sign over his desk: "Welcome, salesmen, even if you don't sell me, leave me an idea."



Dealers will beg for the privilege of using dis-plays which have the sales appeal and attention value of this mechanical golfer who putts, unerringly, into the cup while the pass-ersby reflect on the advantages of the ball with a perfect center.

How U. S. Rubber Uses Window Displays to Back Up Advertising

ANY fine advertising campaigns fail to achieve the utmost measure of results because the various phases of the advertising campaigns are not dovetailed with each other.

What can be done in coordinating the various phases of a well planned advertising campaign is shown by the methods of the United States Rubber Company. They have been carrying on a vigorous campaign on U. S. Royal golf balls during the past summer.

The theme of the campaign has been the accuracy of U.S. Royal balls. It is claimed that many golfers are adding a couple of strokes per hole to their scores because the centers of various golf balls are im-

In the advertising photographs showing cross sections of various golf balls have been featured, to show the impossibility of accurate putting when a ball is handicapped by an imperfect center.

Further to stress this idea the company is using, in its windows

of the U. S. Rubber building on fatal handicap imposed by a ball Broadway, New York, a mechanical display which shows the business end of a golfer in the act of putting a ball into a regulation sized hole.

The hands and club are operated mechanically, taking two trial swings and then tapping the ball towards the cup at the right. Three balls are used in succession. The first is a U. S. Royal. Following it are two competitive balls, painted red and blue to disguise their identity. Each ball is tapped in exactly the same manner. The U.S. Royal ball drops unerringly into the cup every time. The blue ball misses fifty-six putts out of every hundred, while the red ball misses sixty-seven out of every hundred putts.

The motion of the display catches the attention of the crowds, and its action drives home the impression created by the advertising -that U. S. Royal balls have perfect centers and that the putter who uses one is relieved of the

with an imperfect center.

The display was originally used in the windows of the U.S. Rubber building, which houses the headquarters office of the company in New York. The windows face Broadway, and while the display was on view, so many passersby stopped to watch it in action that the company has had it patented and is preparing to make a broad use of the contrivance as a part of next year's campaign on Royals.

The display created so much talk and drew so much attention that a healthy demand for it has sprung up among New York sporting goods stores. The smaller picture on this page shows the crowds stopping to watch the mechanical golfer work in one of the windows of a dealer who persuaded the company to loan him the display for use in his own windows.

All of which goes to show that there is no problem in getting dealers to use window displays if the displays are of any value to him.

If it's foods you want to put in Northern Ohio homes —



This is the great 3,000,000 market of Northern Ohio—the Plain Dealer's market. Prosperous—compact—easily and economically covered by this one newspaper, ALONE.



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then like the Salmon Packers and dozens of others you can do it with the Plain Dealer ALONE

YEAR ago pink salmon didn't have a chance in Northern Ohio. This was a red salmon market—one of the country's best.

Then the Associated Salmon Packers began to advertise. From their headquarters in Seattle, they chose a great list of leading dailies to promote pink salmon sales.

Every advertisement since the start has carried a coupon. Every paper that remained on the schedule has held its place on the basis of direct, traceable returns.

Week after week the Associated Salmon Packers are using the Plain Dealer-alone-in Northern Ohio. And this great 3,000,000 market is one of the three or four leaders in returns. The cost per inquiry from the Plain Dealer is among the lowest of all newspapers used. Northern Ohio has been sold on pink salmon in one short year through the Plain Dealer ALONE!

Look over the schedules of Fleischmann's Yeast, Fould's Macaroni, Hires Extracts, Tao Tea, White Rock and many and many another acknowledged advertising success and you'll find it's the Plain Dealer alone in Northern Ohio.

By putting scores of products on grocers' shelves-by moving great quantities of these selfsame products into Northern Ohio homes—the Plain Dealer has definitely proved itself the most powerful food medium between New York and Chicago.

Here in Northern Ohio your advertising concentrated in the Plain Dealer will do the job far more effectively and far more economically than if you split your appropriation among two or more newspapers.

If further facts will help you in making your plans, wire, write or phone for a Plain Dealer representative to come to your office.

The Cleveland Plain Dealer

Plain Dealer Representatives:

WOODWARD & KELLY

JOHN B. WOODWARD 110 E. 42nd Street, New York City

WOODWARD & KELLY Fine Arts Building, Detroit, Michigan

Selling in Great Britain

(Continued from page 615)

backing of retail merchants who were known and trusted by those who received the cards. Recently we have been experimenting with newspaper and magazine advertising on shaving cream, offering, as we have done successfully at home, to send a free trial tube. The returns are not as good as we had hoped for and we have found the reason: too large a proportion of the shaving cream customers have an ingrained idea that if something is given away it cannot be very good.

After considerable experience with salesmen here and at home, I can say that handling a British sales force is far easier and less productive of gray hairs and wrinkled brows. We have fifty men on our force here, and I don't suppose that a single one aspires to my job or that of our sales manager. They are salesmen now and they expect to be salesmen for the rest of their lives. It is their vocation, and not merely a stepping stone to something better. In a way, this is a good example of the caste system in England, a system that produces better servants, better and more courteous policemen, and fewer rebels and discontents in sales organizations than we are accustomed to at home.

Star Salesmen Are Scarce

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As might be expected, it also produces fewer brilliant salesmen, those erratic geniuses who are the pride and also the despair of so many sales managers. The average salesman here is a plodder, an honest, thorough-going fellow who "muddles along," as the British say, appreciative of the dignity and importance of his calling, painstaking in following the rules and directions laid down by his superior officers.

The retail distributive forces here are much the same as at home, except that there is a much greater development of cooperative stores. They are to be found everywhere, together with wholesale cooperative societies who are also importers and manufacturers.

These cooperatives are firmly cemented together and are a force that have to be reckoned withand bargained with-if a product sold through grocery stores is to have anything like perfect distribution. 4,500,000 members of the coop movement even have their own weekly newspaper, "The Co-operative News," which further increases their independence.

The members of the co-op societies support them almost fanatically, and it is not unusual to see them pass by a window display of Palmolive at a cut price and go down the street to "their" store where they pay the standard price. Ultimately, of course, they get perhaps as much as the cut would amount to in the form of a dividend check. Up in the Yorkshire district, where the co-ops are very numerous, a mother sent her young son to the co-op with a wheel which had been purchased there and was now in need of repair. When he returned she asked him how much the manager had charged for fixing it.

Chain Stores Gain Strength

He said there wasn't any charge; the manager had been glad to fix it for nothing. "Well, you go right back there, Johnny," replied the mother, "and ask him how he expects me to get any dividend on my purchases if he doesn't charge me anything. Tell him I insist on paying!"

Chain stores — called multiple shops—are strong in nearly every line and fight for wholesalers' discounts and payment for window displays with the same aggressiveness and tenacity that characterize similar organizations in the States. One difference is that they are less likely to slash prices and start price

Price maintenance is a much more simple problem here than at home. The English are noted for their strict observance of law and order, and if a price is standardwhy it's standard. The governtrades. They are allowed to do ness in the rulings they made.

things that in the States would be called boycotting and illegal restraint of trade. In many industries there are trade associations which are organized under the same kind of charter as the labor unions, and they can and do exercise terrific pressure on their own members and on those with whom they do business. Take, for example, the Proprietary Articles Trade Association. Included in its membership are about 13,000 of the leading chemists, a scattering of other kinds of stores, and a majority of the manufacturers of proprietary articles. One of the things the P. A. T. A. does most effectively is to maintain prices.

Associations Wield Iron Hand

Let us suppose that we have been selling Palmolive to a chemist named John Jones. A neighboring chemist learns that Jones is selling Palmolive at less than the standard price of 6 d. Immediately he reports the fact to the association and they tell Jones that if he wants further supplies from the manufacturer members he must maintain prices. If he refuses, the association tells us and the other manufacturers to put Jones on the stop list. They are very politebut very firm. We are to shut off Jones' supply. And if we refuse? Nothing will happen-except that all members of the P. A. T. A. will be told to "lay off" Palmolive. Occasionally a particularly obnoxious price-cutter pops up who succeeds in getting supplies even though the manufacturers and, so far as can be ascertained, the wholesalers, refuse to sell to him. Then we and other manufacturers are asked to stamp identification marks on our shipments, and through a process of elimination the P. A. T. A. will succeed in tracing the source of supply-and another name goes on a general black list. These trade associations exercise arbitrary powers, but I have never observed any inment doesn't interfere with the stances of dishonesty and unfair-



It is *GLUE-LOCKED Bankers' Flap Style

FOR SALESMEN'S MAIL-bulky, confidential reports and orders-so often mailed in a hurry—that must reach the house intact-GLUE-LOCKED Bankers' Flap Envelopes are rapidly being adopted by sales managers everywhere. Salesmen can cram these improved envelopes to capacity-seal them quickly-and they will stay sealed.

Deep Flap-High Shoulder-Smooth Gumming (1%" wide) Clear to Corners -Over-sized Seam Lapscombine to give

SAMPLES SENT ON REQUEST—also FREE copy of "En-velope Economies" a practical book con-taining up-to-date in-formation on business envelopes for every envelopes for every purpose. Write or purpose. Write or phone nearest maker today.

Increased capacity—greater strength easy, permanent, tamper-proof sealing at all points.

Made in all standard and special sizes—also all grades of paper. An exclusive product of the Associated Envelope Makers, made by new, exclusively operated machinery.

Associated ENVELOPE Makers

Better Equipped to Make Better Envelopes
LOS ANGELES GLUE-LOCKED CLEVELAND

Coast Envelope Company 610 East Second Street Phone—Metropolitan 3113 KANSAS CITY

rkowitz Envelope Comp 19th and Campbell Stree Phone—Harrison 0092

DES MOINES rkowitz Envelope Comp 1013-15-17 Walnut Stree Phone—Walnut 957

ST. LOUIS

ENVELOPES

PRINTED - LITHOGRAPHED EMBOSSED - PLAIN *GLUE-LOCKED Big. U S. Pat. Off

CHICAGO

own Paper Goods Compa 00-910 West Lake Street Phone—Haymarket 7027 BALTIMORE

Oles Envelope Corporation Iontebello Ave., Near 25th St. Phone—Homewood 8968

CLEVELAND
Wolf Envelope Compart
49-1781 East 22nd Street
Phone—Prospect 3470 DETROIT

olf Detroit Envelope 530 Piquette Ave. one—Northway 2094

BOSTON ston Envelope Company Center St.—Jamaica Plain Phone—Jamaica 4870

NEW YORK CITY Berlin and Jones Compan 547-553 West 27th Stree Phone—Chickering 8680

MINNEAPOLIS PHILADELPHIA Monasch Company Envelope Mfrs. and Lithogra 500 South Fifth Street iting-Patterson (320 North 13th

The Palmolive Company in its dealings with retailers who are not members of the association is using a price agreement which has proved effective under similar conditions in Australia. Salesmen get a signature to this agreement before accepting an order. The retailer binds himself to this agreement .

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"In Consideration of the Company agreeing to place my (our) name upon the list of those entitled to purchase and sell Palmolive preparations at Retail and allowing me (us), either directly or through a wholesale distributor, the current Retail Trade discount for the time being I (we) agree with you from this date to maintain the prices of Palmolive preparations at the prices listed on the back of this Agreement or at such other prices as shall from time to time be notified by the Company and not without the Company's written consent to sell such preparations howsoever acquired by me (us) at less than such prices and not to sell, barter or otherwise supply Palmolive preparations to or for sale to any other retailer or wholesaler."

Must Wait for Profits

To be legal in Great Britain, an agreement must have a "consideration," and your American readers probably will be amused by the considerations in the above. Some of the differences in the marketing here and at home are very much in favor of those working on this side of the Atlantic. Handling the question of price maintenance is one. The compactness of the territory is another. The pride that the English take in paying their bills is another.

It is an important market, and one that can be stormed by other American manufacturers if they will treat it with the importance it deserves and not expect to woo it in a day. The English do not take readily to being forced impetuously, and besides, I do not think that a permanent (please emphasize the permanent) market for an American product can be built up in any foreign market if the owners approach it with the idea of taking any real profits out in much less than five years.

SALES MANAGEMENT-OCTOBER 16, 1926

Are Your Sales Letters Loaded With Chestnuts?

(Continued from page 613)

discipline that will serve him well when he approaches the more vital part of his message.

If I had a dozen orders on my desk to be acknowledged by a dictated letter I would start each one off in a different way. To emphasize what I mean I submit these illustrations: "Thank you for your order 2856." "Your order 2856 came this morning. Thank you." "Please accept our thanks for your order of July 12th, the goods on which will be shipped tomorrow." "We greatly appreciate your order of August 3rd. The goods are now being packed and will go to you by American Express this afternoon." "Just a word to express our thanks for your valued order of July 14th." "We have before us your order of August 16th and assure you we are grateful for it." "That was a fine order you sent us on August 20th. Please believe that we appreciate it." "This morning's mail brought us the good order you gave Mr. Johnson on September 6th. Both he and our company thank you very much."

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Pensioning Decrepit Words

Note, please, that in both of the acknowledgments where a simple "thank you" is used, "we" is omitted. And why shouldn't it be? Isn't it a fact that when we acknowledge anything from a friend in our daily activities we invariably use nothing but a pleasant "thank you?" The best letters are the ones that talk to people in manly style—that reflect the human touches commonly in evidence among men and women in their more intimate contacts.

Some critical cuss who tears down more than he builds is now likely to say that rule so-and-so contradicts my arguments about introductions. Well, what of it? Rules do not make a good letter. The best letters are the outgrowth of common sense and a knowledge of people.

Those of us who try to play the game on the square know a little

something about the things that contribute the most and the best to a happy home life. Most of us who have given the problems of management any study know about many of the things that are necessary in order to maintain an equitable relationship between employer and employee.

What Makes a Good Letter?

Despite the knowledge we may possess in any of these fields in which we may be conspicuously successful, the fact remains that most of the letters emanating from very intelligent sources are farcical in the extreme. The trouble perhaps lies in the fact that a letter opens the way for a man who is decent and sensible at home to be smart or supposedly clever when he sends himself abroad. A letter also seems to be a convenient vehicle for an expression of imaginary bravery and the utmost in foolishness and discourtesy.

In a word, business letters are a grossly misused medium, with the result that comparatively few are accomplishing all of the fine things of which they are capable.

Because of these unfortunate conditions, which are known to almost everyone, it is the urge of this article that you begin to think more about your letters and then plan to get more out of them. Make a start by inspecting a goodly number of the carbons in your files, as regards their spirit, composition and arrangement. You will then have plenty of material for one or more interesting meetings of all those who have anything to do with your letter writing problem. It might also be profitable for you to invite some competent outsiders to come in at different intervals during the next few months and give your letter writers an additional vision of what letters can be made to do when rightly composed and applied. You know that many business men are so close to their own business affairs that they fail to see certain facts or conditions

which are frequently apparent to an outsider.

As a bit of inspiration for the campaign I am urging, suppose I show you a few pictures to illustrate the kind of spirit which a long experience has shown me should dominate the life of a correspondent if his letters are to attract interest and retain permanent and profitable customers. As a start, note these two paragraphs which appeared as an introduction to a short letter from a large and successful automobile selling agency in New England:

We have missed you in our Service Department. Did we fail to please you when you were here last?

Because you have not visited us for some time, we suspect that some element of service to satisfy was lacking. If so, we would like to demonstrate that your case was the exception rather than the rule.

A Few Examples

For another, let's study this one written by the president of the DeLong Hook and Eye Company, Philadelphia, at the close of the business year, 1925:

A "THANK YOU" AND A "PLEDGE"

I only wish it were possible for me to see you personally and thank you for the efforts you have put forth in behalf of DeLong products this year.

As it isn't possible for me to do this I must resort to a letter. And even though this letter is multigraphed and is being mailed to many other salesmen I want you to know that it is written from the heart and that I do appreciate what you've done for us this year.

This, I hope, has been a big year with you. It has been a big year with us—one of the biggest in our whole history.

The outlook for 1926 is promising. There are no dark clouds on the horizon. In fact, it looks very much as if it will be even a bigger year than 1925.

Let me assure you that all of us here are eager to help make it a big year for YOU. Perhaps the best help we can give you is to continue to put out the kind of notions you can safely recommend to your customers knowing they'll sell well, bring repeat business and net your customers and your house a good profit.

So, please consider this letter as our pledge to do just that and to give you any other help we can so that when the holidays roll around next year we may be able to point with pride to our 1926 accomplishments as

having far surpassed those of the good year 1925.

Thanks again for what you have done for us this year and may 1926 be the best year you have ever had.

Cordially,

Again it will likely prove profitable in the matter of acquiring the right spirit to examine the following answer to a congratulatory letter from a man whose friends are legion and who is constantly winning more by saying and doing nice things—

My dear Tom:

Maybe that is a very familiar introduction for a comparative stranger to use in addressing such a choice individual as yourself. However, I am sure you will judge me somewhat leniently when I remind you that I have been about as excited as a kiddie on Christmas day ever since I treated myself this morning to the agreeable privilege of reading your unusual letter of the 10th.

The Spirit of the Letter

Needless to say I am anxious to frame a proper acknowledgment but, unfortunately, the gods didn't remember me as they did one Thomas Dreier. You will, therefore, see that your thoughtfulness has been the means of backing me into a humble corner, where for the time being I seem to stand speechless and embarrassed.

In view of my predicament I really cannot do anything more than to say "thank you," straight from the heart for your generous expressions of praise and confidence. It's good to know that my work at the convention found favor with such a competent judge as yourself. It's doubly good to know that you are one of the rare souls who takes the time in the midst of a busy life to speak a few words of encouragement to a fellow worker in the vineyard of the Lord.

What you, have said to me with such a marked degree of sincerity and earnestness suggests an intimate knowledge of the fact that more people are dying every day for the lack of a kind word or a pat on the back than die of disease.

I have now run clear through the terminal and exhausted the small quantity of gas I had when I started. It's too bad I didn't stop sooner. But how could I with the impetus given me by your letter, which classes you as a dependable friend whom I know it will be worthwhile to follow through the valleys and up the mountainsides, be they rugged or otherwise?

Most sincerely

Now let's take a good square look at still another letter written in a time of emergency by a representative optical firm in Philadelphia. Note the complete and agreeable way in which all of the facts are set forth and the care and promptness with which the matter before them was handled. Right

here seems to be a good place to inject the thought that many of the people who are using direct mail advertising or who are trying to sell goods by mail should quit monkeying with the public for several weeks. During that period it would pay them handsomely to devote some real thoughtful effort to the job of getting well and thoroughly organized to handle whatever business may result from their advertising. It is a crying shame to see what some firms do with inquiries, which always suggest orders, to say nothing of actual orders after they once arrive. You might look around and see if you are guilty on this score and then read and digest the letter that follows-

We have your note of November 2nd, advising us that you have lost your reading glasses.

A new pair are being made this morning. They will be mailed to you by special delivery at one o'clock. They should be in your hands early on Wednesday morning.

The dimensions of the frame furnished correspond to those that we made for you on March 9th, 1923, and we think they will be pretty nearly right. It may be necessary, however, for you to visit some Optician to have the temples adjusted so they will be comfortable.

Bill for the glasses will follow on December 1st.

We thank you for the order, and assure you of our kindest regards.

Yours cordially

What Happens to Inquiries?

There have been times in the past when narrow-minded men have been known to remark that sentiment plays no part in business. Those who voice such an opinion nowadays may be truly accused of being intoxicated with the juice of the prune. The right degree of sentiment plays a bigger part than the average mortal realizes in the life of any man confronted with the responsible job of guiding and influencing other folks. If, therefore, you are actuated by an honest desire to write letters that live and last, you would do well to make up your mind that a reasonable degree of sentiment must by every law of fairness and good sense permeate all of your

promptness with which the matter The common tendency of those before them was handled. Right who are prominently mixed up

with the strife and turmoil of life is to sacrifice the discipline and satisfaction which comes from recognizing the unusual happenings in the lives of their friends and customers. It's easy for a heartless fellow to take a formal card announcing the death of a member of a firm and either file it or toss it into the waste paper basket. It's equally easy to observe a friend or fellow-worker climbing the ladder of success and then let him struggle along without offering the encouragement so essential at an opportune moment. Indeed, it is not the least bit difficult for men bereft of the right heart spirit to live in the house by the side of the road and calmly ignore the most common needs of the passing throng.

A Bit of Inspiration

As no letter writer with a desire to make his work of lasting benefit can afford to play such a role, I submit this concluding letter, to a man who recently separated himself from a sixteen-year job, with the belief that it may offer a little help in acquiring the friendly spirit which should be in evidence in all kinds of letters—

A few days ago, while traveling through an issue of *Printers' Ink* I ran across a litle news item to the effect that you have decided to emulate the example of some of us fellows who, after a number of years in a certain pasture, decide that everybody would be better off if we were to go somewhere else.

In your case it appears that you have made up your mind to travel from Cleveland to Elmira. I believe that in a comparatively short time you will learn to like that little city, which is quite accessible to some of the finest beauty spots in New York State.

On the other hand, I am equally positive that the citizens of Elmira will soon learn to like you. There is no sense in advancing such a thought as regards your new employers, for the reason that they must like you now, or else they would not have issued the call to which you have returned a favorable answer.

Regardless of all the likes and dislikes that are sure to develop in your new connection I want you to know that my supreme confidence in your unusual ability justifies the belief that your new employers have chosen wisely. I know you will acquit yourself in the same way you have in Cleveland and that ultimately we shall learn of a long array of new achievements to your credit.

Yours sincerely



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ave in e shall rements The only newspaper in America that has more than a million daily circulation—

THE NEWS New York's Picture Newspaper

The net paid circulations of the News as required for government statement, for the six months ending September 30, 1926 are 1,082,976 copies daily only and 1,244,316 copies Sunday only. The average net paid circulations for the month of September 1926 were daily —1,140,710; Sunday—1,312,774.

-and the strongest advertising medium in New York today!

Putting a Sales Appeal Into Every Railroad Ticket

How the Railroads Sell Transportation Even As You and I Sell Shoes, Canned Goods or Automobiles

By T. S. Cocroft

FEW months ago the wife and daughter of a New York theatrical magnate were passing through Chicago en route to California. To make sure that they reached their western train in safety, the New York producer telegraphed to the passenger representative of a certain railroad over which he had booked innumerable theatrical companies, and asked him, as a favor, to meet his wife and daughter,

depot and present them with flowers and magazines for the journey.

Lamentable to relate, the passenger representative was busy-in conference, no doubt. He turned the "job" over to the depot master, but an execrable fate circumvented the depot master's good intentions. He missed the travelers entirely, and alone and unaided they were forced to find their outgoing train.

Two weeks ago this same theatrical potentate had occasion to book one of his large theatrical troupes, including four baggage cars and one hundred and fifty people, on the railroad represented by the busy man who had failed to meet his wife and child at the station this summer. The jump involved an expenditure of some thousands of dollars. Quite naturally the passenger representative was eager to land it. He called upon the producer in person.

But the theatrical man shook his head. "No, Watson," he said, "I am booking another way. Your railroad is a little more direct, but I can't depend upon you." Unlike most commercial organizations, the

SALES executives who are planning district or national conventions can save both time and money by consulting railroad passenger agents before making transportation arrangements. The roads can often make suggestions for handling groups of men which will eliminate confusion and help to avoid possibilities of mistakes in reservations and accommodations.

Because selling transportation is much the same as selling any other staple commodity, good-will building is fully as important in the railroad business as in any other, the writer of this article points out. A number of good-will building ideas used by the Michigan Central are discussed in detail.

escort them to the outward-bound railroads have a fixed commodity for sale. Its selling points do not change like new model cars. Its value is not apparent as in the case of toothpaste or soap. In short, it is an intangible staple—a ticket to a specified destination. Rain or shine, heat-wave or cyclone, it always remains the same ticket, covering the same route, with stop-over privileges at the same towns. Nevertheless the rules for selling railroad tickets are similar to the axioms which apply in general selling.

> Serving the New York Central lines for twenty-two years, Dan Clark, the city assistant passenger agent of the Michigan Central Railroad, at Chicago, declares there is really very little difference between selling transportation and selling soap. The brand of soap that guarantees beauty in every box is just as reliable as the railroad which guarantees that its trains are always on time. Thus the good old stereotyped motto about honesty being the "best policy" is one of Clark's favorites. With a second asterisk he marks a

maxim which says, "Never be too busy to do small favors."

In booking the large conventions which are constantly traveling over the Michigan Central, Mr. Clark says that the greatest selling asset of the line is Niagara Falls. Still the drawing power of the falls is not only limited to conventions. "More brides and grooms travel over our line," says Mr. Clark, "than over any other railroad in the United States!"

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The recent hairdressers convention which left Chicago September 8 bound for Philadelphia, was sold on Michigan Central bookings instead of direct Pennsylvania service, entirely because of the falls. Other conventions lured by Niagara include the Shriners, the Control Congress of the National Retail Dry Goods Association, the American Society of Heating and Ventilating Engineers, the Prepared Roofing Association, the American Bar Association, and many others.

Catering to conventions is a special feature of Michigan Central service. For each and every convention booked over its line, the Michigan Central Railroad prints special convention circulars, bearing the name of the convention, dates, officers, and other convention information. Following this is the itinerary of the trip with interesting historical facts about the towns en route, notes on hotel accommodations, and various side trips that may be enjoyed. These circulars are printed in large quantities and distributed to the convention members as they board the



Leon L. Allyn

General Sales Manager of the Kalamazoo Loose-Leaf Binder Company, Kalamazoo, Mich.—largest manufacturer in the world producing loose-leaf binders exclusively

He has the executive's anxiety to save time

Leon L. Allyn has cut out lost motion at his desk. "I do not use shorthand at all," he says

Note this Sales Manager's way of getting things done. Then note the coupon.

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KALAMAZOO Loose-Leaf Binder Company gives real analytical service with its time-saving merchandise.

To dovetail this sales and service work—to keep things moving in branch offices in every principal city—clearly means that Mr. Allyn must make every minute count.

When he returns from a trip, must he let the accumulated correspondence "ride" for several days? Must he make his office hours coincide exactly with a stenographer's?

Whenever some matter needs recording, must he wait for a girl with note-book and pencil?

Not one of these things does he put up with. The Dictaphone is there at

his elbow. It takes down whatever he wants to say, whenever he wants to say it. And gets it straight; The Dictaphone never "hears it wrong."

Whether you sit at the big desk in the front office or have a smaller one down the line, you don't know your full powers as a producer until you let The Dictaphone serve you. Shorthand delays—shorthand mistakes and uncertainties—are excess baggage. And you don't know what you're paying for them until you're rid of them.

As for the secretary or stenographer—Miss Wood, Mr. Allyn's secretary, says: "The Dictaphone is so much speedier and more accurate. It doesn't worry me with 'cold notes." Because I am not interrupted to take dictation I can organize my day and really get somewhere with it."

Better decide to use that coupon.

DICTATE TO THE DICTAPHONE

7 77 7 7 7 7

and double your ability to get things done

What's Wrong With Shorthand?

Executives say:-

- "Out sick, so my letters have to wait."
- "If I could only dictate while it's fresh in my mind."
- "I'm forced to cut dictation short."
- "She can't help me with other things."
- "If she could only take it as fast as I think."
- "It's the 'ring and wait' system."
- "She can't get out all she's taken."

That's enough! I'll send in the coupon below on general principles.



Florence Wood

Private secretary to Mr. Allyn, whose day is no longer disorganized by interruptions, is thus able to handle the preparation of sales-bulletins and other important work.

What's Wrong With Shorthand?

Secretaries say: -

- "I'm sure he said that, but "
- "No one else can read my notes."
- "Those awful waits while he chats over the phone."
- "Hours wasted while he's in conference."
- "These endless notes make me dizzy."
- "I'm nothing but a bell hop."
- "No time for real secretarial work."

That's enough! I'll show him this trial offer right now.

MAIL WITH YOUR LETTERHEAD

Dictaphone Sales Corp., 154 Nassau St., New York City

☐ I want to read what leading executives or secretaries say about increasing their ability with The Dictaphone. Mail me FREE copy of your booklet, "What's Wrong with Shorthand?"

I am a Secretary □ Executive □ (Check One)

☐ Please notify your nearest office to let me try the New Model 10 without obligation.

For Canadian inquiries address Dictaphone Sales Corp., Ltd., 33 Malinda St., Toronto, Canada World-usde organization— London, Paris, Brassels, Sylany, Shanghai &tc. Michigan Central train. As an advertising factor they are important, since the convention members not only preserve them for future use, but often mail them out to their friends as trip souvenirs.

Another means of catering to conventions are the special menu cards, printed with the convention heading, and the flower favors distributed along the way. Happily for the Michigan Central Railroad there are two green-houses on the line, one at Niles and one at Ypsilanti. But the flower favors are not confined to conventions. little bouquet is always presented to every lady riding on the crack trains-this applies particularly to The Twilight and The Wolverine. The flowers have also been of great service in winning the patronage of women buyers coming into Chicago; and where their trips are known in advance by the railroad, very lovely and elaborate bouquets are arranged and presented, just as the train pulls out of either of the green-house towns.

Capitalizing Scenic Assets

For railroads which have no natural scenic assets such as Niagara Falls, it is possible, according to Mr. Clark, somewhat to make up the difference by excellent service. Here he lists the importance of an efficient and welltrained depot master. "A depot master," he says, "is necessary to take care of parties of ladies, especially old ladies, and ladies who are traveling alone. The travelers who lose their grips, leave their coats in the sleeper, forget their rings on the washstand, and drop their toothbrushes in their berths, all can be soothed and reorganized and generally put to rights by an efficient, cool-headed depot master.

"We have usually found it the case, unless there is a tactful depot master to soothe the rattle-brained travelers who are always losing things in the excitement of their journey, that these erratic persons give vent to their irritations by building up a grudge against the railroad. Recently one of our depot masters returned a purse containing fifteen hundred dollars to a gentleman who had lost it. If the purse had never been turned in, it

is likely that the owner would have held the Michigan Central Railroad responsible for the theft.

"Another service for the traveler which a railroad can perform and which always wins favor with the public, is that of planning bookings for interesting trips in territory beyond that traversed by its own line, especially where an interchange of booking by rail or boat can be included. The trip which we offer from Clayton, New York, to the Thousand Islands, through the rapids to Montreal, brings a big bulk of business to us. Another is the trip from Niagara Falls to Lewistown and on to Toronto.

Profit in Personal Attention

"I consider personal attention, especially in handling theatrical movements, of the greatest importance. If I am on hand when a company pulls out of Chicago to make sure that none of the delays in hauling occasioned by the transfer company are charged against the railroad, I find that it makes for much greater satisfaction in future relations.

"In the same way the personal attention of a general passenger agent who makes it his business to be at the tracks when his de luxe trains arrive, can smooth over any kicks and complaints, as in the instance of duplicate bookings and other matters that arise, thus preserving good will for the company,—whereas, if he were not there and the kickers had no chance to complain, their irritations would begin to fester and would end in a bad attitude toward the line.

"In selling railroad transportation, just as in selling cigarettes, people tire of the same old route just as they tire of the same old This applies particularly to business men who, for instance, are forced to travel two or three times a week between the same points, such as Chicago and Detroit, or New York and Detroit. We have found this monotony can be neutralized by stressing such things as convenient connections that have been overlooked, special equipment, fine points in service, and desirability of limited trains.

gentleman who had lost it. If the "Another point here is emphasis purse had never been turned in, it on the psychological motivation of

why the traveler uses our line. Often he has not thought it out for himself, but when he sees his reasons for patronizing this railroad concisely presented to him (just as the smoker is affected who sees his reasons for buying a certain brand of cigarettes printed in clear, convincing type), he is reconverted. 'Of course,' he will say to himself, 'that's why I've always traveled on the Michigan Central Railroad!'

"In systematic calling in financial, theatrical and commercial districts of the city, there are always new opportunities to create business for our line just as there are constantly new openings for the commercial salesman if he keeps his eyes peeled for them.

"Sometime ago in combing Chicago for new tips on wholesale transportation, we discovered that every night many of the retail automobile stores in Chicago sent a large number of chauffeurs to Detroit to drive back the cars for their retail trade. Immediately deciding that this business should be ours, we went out and got it, with the result that today we have built up steady bookings for these men.

New Transportation Markets

Highest Daily Circulation in Cloudland's History

"I think that a higher correlation between passenger agents and sales managers also presents mutual service possibilities that have too frequently been overlooked. When a sales manager sends his men out on the road, the passenger agent can be of service to him in skilfully dovetailing itineraries so that the salesmen get in and out of towns, make the best connections, and benefit by the best service.

"He can, of course, manipulate large groups in the instance of conventions. Most of all he can serve in an invaluable advisory capacity that will save time, trouble and money for the sales manager. The passenger agent is always on the job. He is ready for call at any hour. His is a job of perpetual motion. The golden rule of the passenger agent is that service begets service. Sales managers can take a larger advantage of this service if prior to their railroading arrangements, either for themselves, their salesmen, or for their conventions, they won't forget to see this official of the company."

Highest Daily Circulation in Cleveland's History

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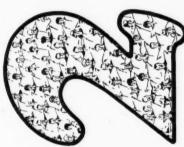
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AVERAGE DAILY CIRCULATION OF THE CLEVELAND PRESS FOR THE 6 MONTHS ENDED SEPTEMBER 30, IS

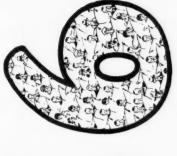












Largest Daily Circulation in the State of Ohio!

Breaking all records for daily newspapers in the state of Ohio, The Cleveland Press now has a total average circulation of 227,856. The largest in its history, the largest in Cleveland's history, the largest in Ohio's history.

A gain of 5219 in six months; a gain of 16,646 in twelve months; a gain of 26,492 in 18 months.

A steady, consistent progress that has come only as the result of sound editorial policies and increased reader preference.

The finest newspaper, the most powerful advertising medium, the greatest sales-producer ever placed at the command of Cleveland merchants.

183,759 of This Circulation is in Greater Cleveland!

FIRST in City Circulation, FIRST in City and Suburban Circulation, FIRST in Total Circulation! In Greater Cleveland alone The Press now has an average daily circulation of 183,759—one newspaper to every English reading family!

Since the early days of audited newspaper circulations The Press' leadership in the city of Cleveland has never been approached. For more than forty years The Press has been the FIRST CHOICE of Cleveland newspaper readers.

According to the Chamber of Commerce Cleveland has increased eight per cent in population in the past three years. In that same time The Press has increased its City circulation FIFTEEN per cent. It is now growing faster than Cleveland itself.

levelan

NATIONAL REPRESENTATIVES: 250 Park Avenue, New York City DETROIT : SAN FRANCISCO

CLEVELAND

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FIRST



ALLIED NEWSPAPERS, INC. 410 N. Michigan Blvd., Chicago SEATTLE : LOS ANGELES

LARGEST IN OHIO

Problems in Selling a Quality Fence

(Continued from page 628)

they are doing to the goal they hope to reach. This, it seems, is one of the best recommendations for college-trained men; they have been taught to realize that a thorough preparation is essential, and they are willing to prepare themselves even at considerable inconvenience.

Since the first of the year two men who undertook to become salesmen dropped out during the period they were expected to work with the construction gang. It was fortunate for both the company and for themselves that they did so. They demonstrated their own unfitness for the work, and it was far better that they discovered it before they began to sell than afterward.

Meeting Price Arguments

In spite of the strenuous life that candidates for salesmen's posts live during those three months, however, it is during their first three months as salesmen that they are subject to the greatest temptation for becoming discouraged. Selling a quality fence which is priced higher than most competitive products is a great deal like selling any other quality article. Every sale made is constructive in the sense that the prospect either must be made to see the need for any kind of a fence, or must be shown where the better, more expensive product is really more satisfactory, and much cheaper, in the end.

It is an every-day occurrence for a Cyclone salesman to interview a prospect who had made up his mind that a fence was just a fence anyway, so he might just as well buy as inexpensively as he could. Frequently buyers add to his problem by putting the matter on a strictly competitive basis and getting bids from all companies making fence. After a young salesman has lost several sales because his prices were a little higher than his rival's or because he merely left specifications and prices with the buyer and waited for the outcome, he is inclined to become pessimistic.

Inside of three months, though, if he sticks, he has learned that his fence must be sold, and he really tries to sell it. As a general thing, then, the man who lasts out the first three months on the construction gang, and the next three months meeting prospects on their own ground, is a salesman who looks upon his job as a permanent one and within a short time is ranked among the producers.

It is the natural thing, of course, for buyers to regard their fencing requirements as a good place to cut down expenses. It is not the fence itself that Cyclone salesmen have to sell so much as it is the idea of protection, safety, appearance and value that go with the possession of a high-quality product.

Frequently sales are made against odds and at higher prices than are offered by competitors, by demonstrating to the buyers' engineers that a superior product is the better investment. A recent experience will serve to illustrate. The engineers of the buyer were quite inclined to place the order with a competitor, who claimed special superiority for his product. Reports of metallurgists and chemists were presented to prove the superiority of the Cyclone product and, convinced of the truth of these published reports, the buyer changed his attitude completely and the Cyclone salesman secured the order at a material increase in price.

The Investment Appeal

One of the strongest appeals, and one which seldom occurs to the average person, is the matter of creating a favorable impression. A feature of wire fence is the element of visibility. It has been found that the premises about factories or institutions are kept more clean and attractive when outsiders can see in than when their view is obstructed by a solid fence. The workmen and caretakers have more pride in cleaning out the corners and preventing rubbish from piling

up if they know the plant and grounds are visible from the outside.

Another effective sales argument relates to controlling exits and thereby preventing employees from carrying articles away or leaving the plant at odd hours. Fenced property is safer from trespassers; being kept cleaner and more attractive creates a more favorable impression among any of a plant's customers who may have occasion to visit it, and the better the fence, the longer it will be before it may have to be replaced.

Cashing the Inquiry

These are the points stressed by a Cyclone salesman when faced with the objection of a buyer that there is no use spending any more money than is strictly necessary to put up a fence. Some buyers, of course, are experienced enough in mechanical work to appreciate the construction features of the product. They have to be sold on the strength of the foundation, the durability of the posts and wire, the advantages of barbed wire arms and other technical questions. Then there are other buyers who cannot appreciate the details of construction, and the only way to reach them is by using the appeals which emphasize the more or less intangible benefits derived from the use of quality fence.

Probably the majority of sales are closed as the result of advertising leads. For a number of years the company ran keyed advertisements in general and trade magazines, and inquiries kept coming in so fast that a whole corps of office workers had to be maintained to keep a record of them. For the last two years, the advertisements have been unkeyed, the company having determined what advertising mediums bring best results, and while the volume of inquiries may have fallen off a trifle, they are a great deal more select and the number which later develop into sales is greater than when they were keyed.

CINCINNATI TURNS TO THE POST

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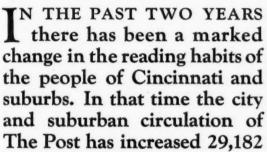
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-and the total circulation has increased 43,286. This changing of reader opinion is undoubtedly the greatest circula-



tion achievement in Southern Ohio newspaper history.



THE TWO-Y		
	Total Circulation	
Sept. 30, 1924.	162,073 .	100,582
Mar. 31, 1925.	166,615 .	103,877
Sept. 30, 1925.	185,142 .	115,778
Mar. 31, 1926.	192,464 .	121,363
Sept. 30, 1926.	205,359 .	129,764

Total Circulation September 30, 1926 205,359

City and Suburban September 30, 1926 129,764

THE CINCINNATI POST

Southern Ohio's Greatest Newspaper

MEMBER A. B. C.

REPRESENTED BY ALLIED NEWSPAPERS, INC., 250 PARK AVENUE, NEW YORK

One reason for this is the fact that so many of the leads were from chronic curiosity seekers, who seem unable to resist the impulse to send away for something when the advertiser makes it easy to sign a coupon, tear it out and mail it. The salesmen wasted so much time calling on people who could scarcely be classed as prospects that it was decided to discontinue the practice.

Another class of prospects whom salesmen find it profitable to see are those who are in the neighborhood of places where Cyclone fence is being used. Neighborhood acceptance is a powerful factor in the sale of this product, as it is something that can be noticed and appreciated by passersby. To make it easy for those who are interested

in a neighbor's fence to find out the manufacturer, the company has its name plate on corner or gate posts. A gratifying number of sales have been traced to inquiries of this nature, as well as to calls salesmen have made in the neighborhoods of former buyers.

Institutional copy is used to a large extent in the company's advertising. Just as a salesman does not sell a bare fence so strongly as he does the benefits derived, or his company's reputation as a builder of high-grade fences which are carefully planned and installed, so the advertising stresses more what a fence will do to protect life and property, increase good-will and respect and outlast other types of fence, than how it is made or what materials go into the construction.

Stromberg-Carlson Dealers See Merchandising Playlet

"Is It Possible?" billed as a "merchandising farce in two acts," was a feature at the annual dealer convention of the Stromberg-Carlson Company at the Waldorf-Astoria Hotel in New York recently. Over 500 authorized dealers of Stromberg-Carlson radio sets were in attendance.

The first scene showed a radio shop in the year 1924. The owner was a graduated delicatessen dealer who "took a fling at the radio graft" with the sort of result that could be expected. The object, of course, was to show how the young business had drawn its merchants from all fields-very few of them being merchants in the real sense of the word, and practically none of them really knowing how to sell radio. Many amusing incidents and episodes were developed in the progress of running a radio shop on delicatessen experience. The dealer handled all the lines that showed the biggest discount, fell prey to high pressure salesmanship, had no organized method of handling his books or installments and soon began to look for a location to open another delicatessen.

Just when his headaches are worst, the Stromberg-Carlson man came on the scene. Instead of just trying to sell his euipment, he helps the dealer analyze his business—explains the most progressive methods of making a success of radio, and proceeds to demonstrate the soundness of Stromberg-Carlson dealer policies.

The scene shifts. In the second act the store seems to have taken a new lease on life. It is up-to-date in every respect. The cheap products have disappeared—an atmosphere of service is apparent. Mr. Dealer is progressive and successful. He has the confidence of his customers because he handles and recommends only reputable worthy products, and maintains his prices.

In the course of the play, the Stromberg salesman found excellent opportunities to drive home some of the vital points in their sales plan: the fact that Stromberg sets will never be sold at less than list prices, thus avoiding competition with some great department store slash sales on obsolete models of other manufacturers; the fact that Stromberg sells direct to

the retailer; that new models will never be thrown on the market until the dealer has been able to dispose of his old ones. In addition, he was able to get over the success of the Stromberg decision to advertise extensively in newspapers and demonstrate the value of tying up with that advertising.

The Installment Hobgoblin

(Continued from page 611)

Installment selling, when the change does come, will not be a contributing factor. Every safeguard that now surrounds time payment financing would have to disappear, and this form of credit would have to reach a far greater total than \$2,750,000,000, the highest average outstanding that probably has ever existed in the United States, before it would affect the economic situation.

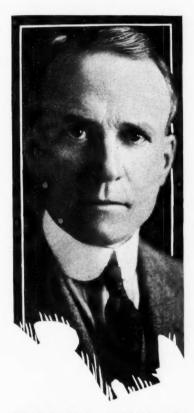
"In the event of a severe industrial depression," quoting again from Edwin C. Vogel, "it is unquestionable that the volume of new installment purchases of every kind would decline, but payments upon the outstanding installment obligations will continue.

"It is interesting to note that although we had financed about \$1,800,000 of installment sales in the coal mining district of Pennsylvania, where the strike last fall resulted in 100 per cent unemployment, the total losses to our company aggregated but \$15,000 in excess of our normal credit reserve. I have no doubt that other well managed finance companies had a similar experience in the territory. When you consider that a great trade depression, countrywide, could scarcely mean more than 10 per cent decrease in employment, you will realize how surely installment paper, soundly created, will pay out.'

M. C. Morgensen and Company, Inc., national newspaper advertising representatives of San Francisco, have been appointed to represent the Ashland, Oregon, "Tidings."

For Sales Conventions

—Something New in a Sales Talk!



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GEORGE L. WILLMAN Affiliated with The Dartnell Corporation

Four years Advertising and Assistant Sales Manager. Five years Wholesale Branch Manager. Two and one-half years Vice President in charge of sales. Many years Instructor in Sales Practice and Advertising at the Chicago School of Commerce. Two years with the Lord and Thomas Advertising Agency.

-Not a "set speech," not "a talk on salesmanship," but a forty-five minute application of 15 years' experience in special sales work intimately adapted to YOUR organization.

Mr. Willman spends many hours with your sales executives before talking to your men. What he says is based upon a real analysis of your exact needs-his talk is made to order, it fits in perfectly with your plans and policies, at the same time it brings the conviction and prestige of the outsider's viewpoint.

As one Sales Manager said, "He keeps the interest of his audience without stunts or stories-men who hear him are definitely impressed, they carry away ideas and inspiration which make them permanently better salesmen for having heard him.'

A moderate fee and expenses covers Mr. Willman's preliminary conference with your sales manager and his services at your sales convention.

UNSOLICITED TESTIMONIALS

I express the deep appreciation of our Society and our field force, in having the opportunity of listening to your splendid sales talk. It was educational and one of the finest that we have ever heard. Our field workers will go away from that convention with a wider vision and clearer view of the possibilities for greater service because of your address.

M. E. Le Rocca, National President, Supreme Forest Woodmen Circle, Omaha, Neb.

Sept. 10th, 1926. Your method of investigating our organization and then applying your conclusions to our particular problems in your talks, was as unique as it was impressively helpful. There were so many good ideas given by you and so much enthusiasm shown during and after your talks that I can not begin to tell you how much good they did us.

H. K. Brown, President,

Cook I showtories the Chicago.

Cook Laboratories, Inc., Chicago.

March 16, 1926.

It is a rare occasion when we hear one who has a message of such forcefulness plus the personality to enthuse an audience.

President, Aurora Advertising Club, Aurora, Ill.

February 1, 1926.

I want to thank you again for the splendid address which you delivered at our annual convention. Your talk was one of the high spots in our program, and sounded just the right note.

Howard P. Becket, Commissioner, National Paper Box Manufacturers Association, Philadelphia, Pa.

THE DARTNELL CORPORATION

Ravenswood and Leland Avenues, Chicago

19 West 44th Street, New York

146 King Street West, Toronto

Policies That Sell Autos in the Corn Country

(Continued from page 647)

supplies and accessories. The Buick service problem to automobile salesman's job is simply to help train the dealer to be a better Buick man and to work out, with him, plans for selling and over-selling his quota. He is rather a sales counselor than a salesman.

As we strolled through the offices and shops of the company several weeks ago, I commented on the excellence of the equipment and the universal use of new efficient timesaving methods. Every operating method in use in the building, all the way from the repair shop through to the executive desks, is the method of day after tomorrow -a factor which has had an extremely important bearing both on the service the company is capable of rendering and on the savings they have been able to pass on to the consumer.

Savings for the Consumer

"I don't know that there are any new ideas in business." Mr. Sidles observed. "We still believe that treating the other fellow the way you'd like to be treated is the only sound theory for building an organization and a healthy sales volume. But there are ways of doing business more quickly, more economically, and more efficiently, which, if adopted, result in savings which can be passed on to the consumer in lower prices.

"Five years ago a certain kind of a job cost \$1.50-now better operating methods enable us to sell the same service for about half that price. Just by way of example: Our cars are washed under a pressure stream now, for instance, which removes all grease and dirt in a much shorter time than the ordinary plan of washing does. Each of our mechanics has his own work shop and his own complete set of tools, and he never has to crawl under a car to work-the car is hoisted up on its rear wheels."

It was because the company recognized the magnitude of the

owners that they went into the supply and accessory business with the idea of giving Buick owners high-speed efficient service to meet every possible need.

And when the company assures the Buick-driving public that they can give service, they are prepared to demonstrate it at any hour.

"A Nebraska farmer stopped his car a few miles outside of York not long ago," Mr. Sidles related, citing a case in point. "He discovered that the spare rim on his car was too large. Telephoning to our office here in Lincoln, he complained at the inconvenience and asked what we could do for him.

The Service Problem

"We felt sure that no car had been delivered with a spare rim of the wrong size; the chances were some garage had worked on the car and by accident had substituted another rim. But we didn't argue with him-we simply said we were sorry for the mistake and promised that another rim would go forward on the first train. The item was packed, the special truck which handled only emergency calls hurried to the express office with it, and the farmer had his rim a few hours later."

This service, of course, implies complete stocks. Controlled by a perpetual inventory, the Nebraska Buick Auto Company carries on its shelves every nut, screw, part and accessory used on every make of Buick car now on the road. When a man buys a Buick out in this territory, therefore, he knows even the most difficult service on his car is immediately procurable in Lincoln or Omaha-and that all he has to say to get it is "Rush." If you don't think these service policies pay, consider that the supply and accessory department of the business will amount to a volume of \$2,000,000 this year—and this section of the business not only

pays all of its own way, but a healthy profit besides.

Perhaps the policy having to do with the spirit of the business should have been discussed firstit may be that it is more important than all the others in aggregate. If you know anything about Middle Western country people, more especially if you have lived there once yourself-you will understand that these people, when they come to town, like to visit along with business. They want friendliness as well as service, and the cordiality with which the Nebraska Buick Auto Company meets its friends and customers is undoubtedly one of the major reasons for the gratifying appearance of the balance

It is little exaggeration to say that everybody in the Nebraska territory miles out from Lincoln in every direction, knows "The Nebraska Buick folks." Not only do they know them through their radio station and their advertising, but a large proportion of the motoring public has had some pleasant personal contact with the organization which has established a real friendship.

Building Good Will

I don't know how many thousand personal friends Mr. Sidles himself has among his customers, but everyone the writer talked to from Omaha to Denver knew him.

"Our customers don't want to come in and dash off again," Mr. Sidles said. "They want to visit and talk about the oats and the weather and the election possibilities. The men on the floor often gossip with them for some minutes along with filling their orders. When the boys aren't busy behind the counter, they get out in the shop and make a special effort to talk to the incoming tourists and drivers and visitors.'

I didn't ask for an estimate of the value of the good will that has been built up among the farm trade through these simple, friendly sales tactics, but it must be worth millions.

Perhaps the reader may be disappointed that there aren't more startling facts to be recorded in

Steady, Consistent Growth

Sales Management

Member: Audit Bureau of Circulations and Associated Business Papers, Inc.

Date of Issue	Subscription Rate	Net Paid Circulation	Advertising Rate—Page
December 1918	\$2.00 a year	2,200	\$30
December 1919	\$2.00 a year	5,245	\$50
December 1920	\$2.50 a year	6,007	\$75
December 1921	\$3.00 a year	5,398	\$75
December 1922	\$3.00 a year	8,239	\$75
December 1923	\$3.00 a year	11,359	\$125
December 1924	\$3.00 a year	12,493	\$150
December 26, '25	\$4.00 a year	12,995	\$160

Average Net Paid Circulation for six months ending June 30, 1926 13,453

Average Gross Circulation for six months ending June 30, 1926 14,372

ADVERTISING RATES

In Effect Since January 1925

Full Page	Single Insertion \$160	Thirteen Insertions \$150	Twenty-Six Insertions \$140
Two Columns	125	115	110
One Column	70	65	60
Half Column	35	33	32

THE DARTNELL CORPORATION, Publishers

19 West Forty-Fourth Street NEW YORK CITY

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dismore d in 4660 Ravenswood Avenue CHICAGO

146 King Street West TORONTO

When your samples are on the road

Your salesmen's sample trunks travel with tons of other baggage. Time-pressed baggage handlers are not always careful, and transportation accidents are numerous. If you value your investment in samples, insure them against loss in transit, fire, theft and accident.

North America Commercial Travelers' Insurance is low-cost protection and carries with it an assurance of prompt and satisfactory settlement in the event of claim. You can place this protection on the trunks of an individual salesman or on your entire sample line.

Your own insurance agent can give you North America Commercial Travelers' Insurance. Send the coupon below for full information.

connection with the Nebraska Buick Company's sales achieves ments. But perhaps, also, the biggest message for other executives to be drawn from their experience is the extreme simplicity of the ideas which have won the distinctive leadership this company enjoys in its field. No guesswork, but thorough knowledge of markets, plus the intelligent communication of this knowledge to the men who sell the cars; a sound compensation arrangement which shares with dealers the company's prosperity; a broad, careful and persistent program of advertising: a firm faith in the gospel of quality first; alertness toward improving operating methods thus cutting labor and overhead costs; a realization that service on a car is as important as the car itself; and a belief in the philosophy of a little old fashioned friendliness. These simple ideas built a \$9,000,000 business in seventeen years.

Draft Rules for Marking Furniture

As a result of a conference held between representatives of the Federal Trade Commission and the retail furniture trade in New York City, a set of rules regarding the marking and description of furniture, has been formulated.

The new rules for the designation of furniture woods specify that furniture in which exposed surfaces are of one wood shall be designated by the name of the wood, and furniture in which the exposed surfaces are of more than one kind of wood shall be designated by the names of the principal woods used.

After the formulation of these rules, copies were sent (together with comments on their interpretation) to all manufacturers with a request that they advise the commission as to their position in the matter. By September 11, 796 concerns had subscribed to the rules and were describing their products accordingly.

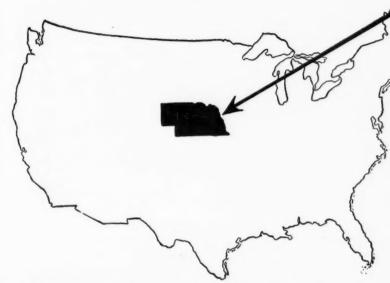
The Coraza Cigar Company has placed its advertising with Edwards, Ewing & Jones of New York City.



"The Oldest American Fire and Marine Insurance Company"

Si	nce Company of North America xteenth Street at the Parkway niladelphia, Pa., Dep ⁷ X1016
Name	
Street	
	StateSinformation on Commercial Travelers' Baggage Insurance

Start Now to Direct Your Sales Efforts Here



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Ed-New

303,436 Families Invite You to Come to Nebraska

—and bring your product with you. For Nebraskans are always ready and eager to buy. A 17% increase in national advertising carried by the Nebraska Daily Newspaper Association during the last ten months prove that the country's manufacturers find this true.

The sixteen daily newspapers of the Association (see list to right) are pledged to assure uniform cooperation to advertisers using 5,000 lines or more. Letters announcing your campaign are mailed out. Your salesmen are introduced to leading dealers and wholesalers who also cooperate for your interests.

Get Further Information that shows you how to sell wealthy Nebraska at one advertising cost. Valuable facts are yours for the asking. Write today!

Nebraska Daily Newspaper Association FREMONT, NEBRASKA

—and Here's Why:

Rich in varied agricultural and industrial resources the buying power of Nebraska is guaranteed every year. Remember these facts:

Nebraska leads in agricultural production per capita.

—has an annual average industrial production of \$800,000,000.

—has a poultry industry contributing \$50,000,000 annually.

—ranks among the first in alfalfa acreage and production. (Has the largest alfalfa mills in the world.)

-ranks second in per acre yield of sugar beets.

—has two of the largest horse markets in the world.

Nebraska's 16 Leading Newspapers

BEATRICE SUN
COLUMBUS TELEGRAM
FALLS CITY JOURNAL
FREMONT TRIBUNE
GRAND ISLAND INDEPENDENT
HASTINGS TRIBUNE
KEARNEY HUB
LINCOLN JOURNAL
LINCOLN STAR
McCOOK GAZETTE
NEBRASKA CITY NEWS-PRESS
NORFOLK NEWS
NORTH PLATTE TELEGRAPH
OMAHA BEE
OMAHA WORLD-HERALD
SCOTTS BLUFF STAR-HERALD

Combined circulation 317,972 Combined rate \$1.01 per line

NEBRASKA

Barton Addresses Opening of Ad-Club Selling Course

Barton, Durstine & Osborn, and well known author and publicist, opened the 1926-27 Advertising and Selling Course of the Advertising Club of New York the evening of October 14 with an address on "The Vital Need for Selling and Advertising Execu-This address was the first of a series of thirty-three lectures on all phases of the subject by the foremost experts in their fields. The personnel, obtained by the committee on the course, to deliver these addresses is without doubt the most impressive ever obtained for the course.

Coming Programs

The objective of the advertising and selling instruction given annually under the auspices of the Advertising Club of New York is to make available to the men and women, who are engaged in advertising and selling work, the product of the best experience in the coun-That this ideal, which has been fostered for several years by the advertising club is receiving the response which it merits, is indicated by the large enrollment for the present course which, according to Harry Carroll, in charge of enrollment, is far ahead of that of the corresponding period last

In addition to Bruce Barton, such well known international figures will address the course as Sir Charles Higham, president of Charles Higham Ltd., of London, who will make the journey from England to conclude the series March 10 with a lecture on the subject, "How I Intend to Use This Course," and Harry Morgenthau, Sr., former United States ambassador to Turkey, who will make an address January 11 on "Opportunity for American Business to Follow American Diplomacy.'

Under the direction of Paul L. Cornell, vice-president of Homcommittee which has organized the course is composed of the the injury of society;

RUCE BARTON, president of following: Norman M. Markwell, vice-chairman, C. W. Bonner, Jr., Harry Carroll, D. J. Crimmins, Harold Palmer and Benjamin J. Sweetland.

> The lectures will be delivered Tuesday and Thursday evenings throughout the winter, beginning October 14, and terminating March 8. Following is the first group of speakers and their lecture subjects in the order in which they will be delivered:

> Bruce Barton, of Barton, Durstine & Osborn, "The Vital Need for Sales and Advertising Executives"; G. Lynn Sumner, president of G. Lynn Sumner Company, "Effective Copy"; Raymond Rubicam, vice-president and treasurer of Young & Rubicam Company, "Finding the Selling Appeal"; Charles W. Hoyt, president of Charles W. Hoyt Company, "The Advertising Agency"; Theodore E. Damm, assistant to general

manager, Devoe & Raynolds Company, "Market Analysis"; George B. Hendrick, director of advertising and sales, W. L. Douglas Shoe Company, "Building the Advertising Campaign"; John Allen Murphy, "Where Shall We Advertise?"; Arthur Freeman, general manager, Gimbel Brothers, "Advertising in Newspapers"; John C. Sterling, vice-president of the McCall Company, "Timeliness in Advertising and Selling."

William Beatty, vice-president of Newell-Emmett Company, "Advertising to Industries"; John Howie Wright, publisher of "Postage," "Direct Mail Advertising"; Charles R. Weirs, president of Direct Mail Advertising Association of United States, "Business Correspondence": Heyworth Campbell, art director of the Conde Nast Publications, "Art in Advertising"; Gilbert F. Farrar, director of typography, Patterson-Andruss Company, "Typography and Layout"; Lee Bristol, advertising manager, Bristol-Myers, "Window and Store Display"; Francis Sisson, vice-president of Guaranty Trust Company, "A Banker Appraises Advertising."

American Fair Trade League Changes Name

DMOND A. WHITTIER, secretary-treasurer of the American Fair Trade League, announces that the league has just decided to change its name. The organization will be known hereafter as the American Fair Trade Association.

The association authorizes the following statements concerning its objectives:

- 1. To aid in the re-establishment and continuance of fair competitive commercial conditions:
- 2. To promote honesty in manufacturing, in advertising, and in merchandising, for the mutual interest of the consumer, the middleman and the manufacturer:
- 3. To bring to the public attenmann, Tarcher and Cornell, the tion the existing evils in merchandising methods which operate to

- 4. To act as a clearing house of information concerning trade practices and systems, and legislation relating thereto.
- 5. To aid in securing the enactment and enforcement of laws, state and national, that will,
- 6. (a) prohibit and penalize unfair competition
- (b) prohibit and penalize dishonest advertising
- (c) prevent the elimination of the smaller business man by unfair methods
- 7. To secure to the public the benefits and protection of stable, uniform retail prices upon all trademarked and branded goods.

The association was organized thirteen years ago, and has devoted a great part of its activities in efforts to induce Congress to pass various price maintenance bills.

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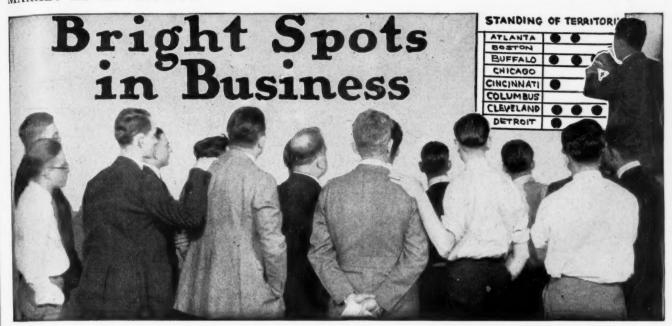
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Early Autumn Sales Indicate Fall Business Will Be 5 to 10 Per Cent Above 1925 Volume

Business for the remainder of 1926, and probably well into 1927, will be good, and sales for the autumn quarter should be from 5 to 15 per cent above those for the same period last year in most sections of the United States. The building decrease will not be severe enough to affect the general situation. If present plans for withholding a considerable amount of the new cotton crop from the market materialize, as seems likely when this is written, there will be no material recession in business in the cotton growing states. Employment is increasing, and wages are advancing, while commodity prices are either declining or showing a tendency to stabilize around present levels. There is an unusually even distribution of purchasing power and demand for the various classes of commodities. Industrial activity and prices are well balanced. Increasing sales and declining prices, an unusual phenomenon, is largely due to the policy of hand-to-mouth buying by dealers. This has eliminated speculation in commodities, and prevented an undue expansion of credit. Railroads are more prosperous; textiles seem to have turned the corner; bituminous coal mines are setting new records in production. While there may be a slight let-down in business around election time, industrial purchases should be well sustained throughout the quarter, and sales of consumption goods should show a healthy increase, with Christmas business establishing a new high record in most centers.

AKRON, OHIO



Production and sales of automobile tires and tubes for the third quarter of this year are estimated to have been in excess of 4,500,000, a new high record. Daily production is estimated at 130,000 casings and 150,000 tubes, and manufacturers are of the opinion that this rate of production will continue for the next three months. Retail and wholesale trade in September were slightly less than for the same month of 1925, but is expected to equal if not exceed the last quarter of 1925. While a decline in building is noted, there is still a considerable amount of construction in progress.

ATLANTA, GEORGIA

Postal receipts for September were \$362,306, a gain of 22.70 per cent over the same month of 1925, and the second greatest increase shown by any city in the United States. Wholesale prices declined 7 per cent, but volume is about the same as 1925. Retail trade, while quiet in August, showed a material increase in September, and dealers anticipate a fall business that will run from 5 to 7 per cent greater than the same period last year. Textile mills are operating on a hand to mouth basis, with increased orders reported.

BIRMINGHAM, ALABAMA

Steel mills are operating at around 80 per cent capacity, and unfilled orders indicate continued high production the remainder of this year, and well into 1926. Labor is well employed, with the weekly payroll in the neighborhood of \$4,500,000. Building permits are about the same as 1925, although less activity in real estate is reported. Volume of wholesale and retail trade for the remainder of this year will be about the same as for the last quarter of 1925.

BALTIMORE, MARYLAND

Postal receipts for September were 7.74 greater than for the same month a year ago. Clothing manufacturers are busy, and the fall prospects for both textiles and steel indicate that production will be from 5 to 7 per cent greater than for the same quarter in 1925. Canners generally report a good year, with prices firm to tending higher. Coal production is well in excess of a year ago, with prospects more favorable than at any time for the last five years, due largely to export demands.



BOSTON, MASSACHUSETTS



In the last four weeks New England mills have placed orders for wool that are far in excess of purchases made at this time in the last four years. Purchases in many instances are contingent on immediate delivery. While prices on finished products seem stabilized around present levels, orders booked for the remainder of this year indicate a prosperous quarter. Increased business is reflected in the postal receipts for September which were 12 per cent greater than for the same month last year. Wholesalers report business as more active with buyers less inclined to quibble

about prices. Collections are running ahead of last year. Employment in Massachusetts is 4.3 per cent greater than at this time last year, and 63 per cent of the workers are on a full time basis.

BUFFALO, NEW YORK

Checks paid by Buffalo banks for the first week in October were \$6,086,312 greater than for the same week of 1925, a gain of 6.02 per cent. Total payments were \$107,046,429, an amount exceeded but once in the history of the city. Postal receipts for September were 7.95 per cent greater than the same month last year. Flour mills are running at capacity, and packers are active. Department stores report sales slightly in excess of this month a year ago. Jobbers report an increased inquiry for goods.

CHICAGO, ILLINOIS

Debits to individual account for the week ending October 6 were \$1,416,700,000, a gain of 16.2 per cent over the preceding week, and 1.7 per cent over the same week of 1925. Mail order sales are averaging 8 per cent above 1925, and retail business shows an increased volume, one large department store placing their business at 13 per cent above September, 1925. Building permits for September were \$5,288,000 greater than in August, but are less than for this month a year ago. Packing house lines average about the same as 1925, with live stock prices tended to



show slight declines at the end of the month. Production of bituminous coal continues high, with prospects for autumn the most favorable in three years.

CINCINNATI, OHIO



Debits to individual account for the week ing October 6 were \$96,528,000, as contrasted with \$69,716,000 for the preceding week, and \$90,110,000 for the same week in 1925. Car loadings for September were in excess of those for the same month last year, and bank clearings show a gain of 7 per cent. Both retail and wholesale trade is good with fall business likely to exceed that of 1925. Real estate is less active, and a slight decline in building is reported. Labor is well employed and at higher wages than last year.

CLEVELAND, OHIO

Debits to individual accounts for the first week in October were \$219,109,000, a gain of \$33,348,000 over the same week of 1925. Retail and wholesale trade is about 2 per cent greater than at this time last year, reflecting the continued capacity operations in iron, steel and metal products. Factories are averaging 49.3 working hours per week, a normal increase over last year. Unskilled labor is earning \$.449 per hour, equalling the high peak of last April. Two leading want ad mediums gained 5.9 per cent in "Help Wanted" classifications over September, 1925.



COLUMBUS, OHIO

Debits to individual account were \$5,652,000 greater for the first week in October than they were for a like period in 1925, the total for the week being \$45,335,000. Agricultural prospects are more promising than they were at the beginning of the third quarter, and in spite of the decline in the prices of farm products, the farmers will have more money than in 1925. While real estate is not so active and building construction has decreased to some extent, retail and wholesale trade is reported in fair volume.

DALLAS, TEXAS



Business generally is better than at the beginning of the last quarter. Postal receipts for September showed a gain of slightly more than 6 per cent over those September 1925; debits to individual account were \$60,872,000, for the week ending October 6, as against \$52,400,000 for the preceding week, and \$58,574,000 for the same week a year ago. Both retailers and wholesalers report increased sales, with volume at the beginning of October about equal to that of last year.

DENVER, COLORADO

A survey just completed by the Chamber of Commerce shows that manufacturing plants will pay \$21,344,000 to wage earners this year. Crops will average better than last year. Hay is plentiful, and live stock on the ranges is reported to be in excellent condition. Retail and wholesale trade is about 7 per cent better than a year ago. Postal receipts for September were 6.44 per cent greater than for September 1925, and debits to individual accounts for the week ending October 6 were \$68,763,000, while for the preceding week they were \$44,056,000 and the first week in October 1925, \$52,449,000.

DES MOINES, IOWA

Postal receipts for September were \$273,-442.80, a gain of 9.79 per cent over the same month of last year. Debits to individual accounts for the first week in October were \$20,219,000 as against \$16,296,000 for the last week in September. Due to early frost and continued rainy weather, the merchantable corn crop will be reduced approximately 25 per cent. Other crops are reported good, and the farmers generally are in better condition than they were at this time in 1925.



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DETROIT, MICHIGAN



Postal receipts for September were 11.76 per cent above the same month in 1925. Debits to individual account the first week in October were \$168,497,000, which is somewhat less than for the same period in 1925. Automobile production continues at a good volume, although total production is expected to be less than at this time last year. Employment at the beginning of the quarter is somewhat less than at the beginning of the last quarter. For the week ending October 6 there were 230,155 employed in Detroit factories.

FORT SMITH, ARKANSAS

Business in Fort Smith for the first three quarters of the year 1926 was a little ahead of the same period of 1925. Two weeks ago the opinion prevailed the fall quarter would prove to be the best in history. The unfortunate turn in the cotton situation has changed the outlook to some extent. This will naturally affect retail business in this district. Factories in Fort Smith are seemingly well provided with orders.

INDIANAPOLIS, INDIANA

Retail and wholesale trade for the last quarter were approximately 20 per cent better than for the same quarter of 1925. For the week ending October 6 debits to individual accounts were \$43,551,000, as against \$38,869,000 for the same week last year, and 36,256,000 for the preceding week. Automobile production equals that for the same period in 1925, and other manufacturers report business to be better than a year ago.

JACKSONVILLE, FLORIDA

Business continues in satisfactory volume in spite of the decline in cotton prices and decrease in real estate activity. Debits to individual account for the week ending October 6 were \$23, 372,000, while at this time a year ago, when Florida real estate speculation was at its height, they were only \$28,866,000. Postal receipts for the month just ended were \$18,144,000. Postal receipts for the month just ended were 15.64 per cent greater than for September, 1925. Retailers and jobbers report some decrease in sales, but the decline is slight.

KANSAS CITY, MISSOURI



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There is every prospect of good business conditions in Kansas City and its trade territory the next three months. Bank clearings in the Tenth Federal Reserve District, of which Kansas City is the capital, showed an increase in August of 15 per cent as compared with August a year ago. Bank debits in thirty cities have increased 7 per cent. Wheat receipts in five markets have increased 80 per cent and corn receipts 10 per cent. Building permits in Kansas City are below last year's figures, but this is due to an unusual activity in 1925 and does not reflect unfavorably on present conditions. More than \$2,000,000 in permits were issued

in August this year.

LOS ANGELES, CALIFORNIA

Debits to individual accounts were \$215,450,-000 for the week ending October 6. For the same week last year they were \$187,570,000, and for the last week in September, \$193,729, September postal receipts were approximately 15 per cent higher than for the same month last year. Business, according to the Eberle & Riggleman Economic Service, was 19.6 per cent above normal in September. Crops are in excellent condition, and it is estimated that 4,500,000 bushels of vegetables, 140,000 tons of prunes and 200,000 tons of raisins will be shipped east this autumn.

During September 63,708 freight cars were interchanged, a gain



of 5,150 cars over the same month of last year.

LOUISVILLE, KENTUCKY

Business for the next quarter will exceed slightly the volume for the same period in 1925. Demand for lumber holds up, and mills are busy, although their output shows a slight decrease in most instances. Wholesale trade is running about 2 per cent ahead of last year, and retailers are doing a good volume with collections easy. Debits to individual account for the week ending October 6 were \$46,741,000, while for the preceding week they were \$41,099,000 and for the first week in October 1925,

MEMPHIS, TENNESSEE

Postal receipts in September were 9.30 per cent greater than for the same month last year. Bank clearings are better than \$5,000,000 a day, which is a gain of about 10 per cent over the same period of 1925. Debits to individual accounts for the week ending October 6 were \$45,575,000, while for the preceding week they were \$38,424,000 and for the same week last year, \$50,449,-000. Retail and wholesale trade have declined, reflecting the drop in cotton prices, but business still continues in good volume.

MILWAUKEE, WISCONSIN



Employment has reached the highest point since July, 1923, according to the survey of the Federal-State Employment Office, whose reports from representative industrial companies show 36,767 employed for the week beginning October 11. Bank clearings for the period of January 1 to September 1 amount to \$1,635,966,233, while for the same period a year ago they were \$1,531,894,545. Debits to individual account for the week ending October 6 were \$76,617,000, while for the preceding week they were \$66,292,000 and for the same week last year, \$75,393,000.

Dairy prices are increasing, with sales well ahead of 1925. Paid

advertising in all Milwaukee papers increased 3 per cent in September over the same month of 1925, and for the first 9 months this year there was an increase of 5½ per cent over the corresponding period of 1925.

MINNEAPOLIS, MINNESOTA

Sales for the remainder of this quarter will be about the same as for 1925. Due to spotty agricultural conditions and a feeling of uncertainty on the part of dealers dependent on farmer purchases, business declined during the summer, August running about 9 per cent under that for the same month last year. Firmer prices are tending to some extent to offset the effects of the poor hay, oats and barley crops, and there is a noticeable increase in both retail and wholesale business.

NASHVILLE, TENNESSEE

Wholesale distributors report a growing volume of business with prices steady on stable items. There is an especially strong demand for canned goods, with corn, peas and toma-toes selling freely. Retail trade in all lines is better than a year ago. A recent commercial survey shows the people of Nashville spend \$125,461,580 annually for food, rent, clothing, furniture and fuel, with the largest expenditure for food and rent, leading furniture by a scant margin. Debits to individual account for the week ending October 6 were \$24,860,000, while for the preceding week they were \$16,344,000, and for the same week in 1925,



\$20,870,000.

NEW HAVEN, CONNECTICUT

Both retail and wholesale trade is increasing and will exceed by at least 15 per cent business for the same period in 1925. Industries are approaching normal capacity operations, and employment is running well above what it was a year ago. Postal receipts for September were 25.98 per cent above September, 1925—being the largest increase shown by any city for this period. Debits to individual account for week ending October 6 were \$29,086,000, while for the same period last year they were \$26,621,000. Opportunities for increased sales are better in New Haven and vicinity than at any time in the last three years.

NEW ORLEANS, LOUISIANA

Shipments of southern pine for the week ending October 7 were 10.7 per cent above those for the preceding week. Production was 64,369,325 feet, while orders called for 69,-972,600 feet. Orders on hand, reported by 120 mills, were 249,699,600. Bank clearings are running over \$12,000,000, while debits to individual account for the week ending October were \$106,437,000, as compared with \$93,042,000 for the same period in 1925. eral Intermediate Credit Bank has placed \$60,000,000 at the disposal of cooperative



marketing organizations in order to enable them to hold this year's crops until prices are more favorable. This credit will be supplemented by private bankers, and may amount to from \$250,000,000 to \$300,000,000.

NEW YORK, NEW YORK



With the exception of building and real estate, business in all lines is better than at this time last year. Orders for standard cotton textiles are running ahead of production. Silk and coffee importers report small stocks on hand, and wholesalers generally say that sales are greater than at this time in 1925. Credit is easy and it now seems unlikely that the New York Federal Reserve Bank will find it necessary to increase the discount rate to check speculation or over-expansion. Car

loadings are setting new high records, although a part of this is seasonal. There is little unemployment, and wages are about 10 per cent higher than a year ago. Debits to individual account for the week ending October 6 were \$7,448,154,000, while for the same week a year ago they were \$6,972,082,000.

OKLAHOMA CITY, OKLAHOMA

All lines of business are active. Building construction is greater than a year ago, and industry is generally busy. Retailers are buying freely, and wholesalers believe that sales will run well ahead of the same period for 1925. Department stores and specialty shops look forward to the best Christmas business in their history. Farmers harvested large crops, and, while cotton prices are disappointing, the returns for other products have been at satisfactory figures. Bank clearing, debits to individual account and car loadings are



better than they were in September, 1925. Sales in this community should show a substantial increase over the last quarter of 1925.

OMAHA, NEBRASKA

Spotty agricultural conditions made the country dealer cautious, and the volume of business, as a result, was less for the summer quarter than for the same period of 1925. Wholesalers report more inquiries, and retailers are now stocking more freely. Business for the final quarter should show a substantial increase over the preceding quarter and should be about the same as for the last three months of last year.

PHILADELPHIA, PENNSYLVANIA



Textile, iron, steel, and metal manufacturers report increased payrolls, and building thus far has shown no signs of a substantial decrease during the next three months. General contracting has expanded noticeably within the last thirty days, and the demand for unskilled labor is greater than at any time in the last six months. Skilled labor is well employed and at high wages. Retail trade in September averaged about the same as for last year, but dealers generally anticipate an increase in fall business. Wholesalers are booking more business than they expected, and

collections are satisfactory. Debits to individual account for the week ending October 6 were \$498,477,000, as against \$463,130,000 for the same week in 1925. For this quarter sales should average from 7 to 10 per cent above last year.

PITTSBURGH, PENNSYLVANIA

Steel mills are working at from 70 to 80 per cent capacity, and production throughout the rest of the year will continue at about this rate. There is little unemployment, and wages are high. Shoe sales for the last week were about 10 per cent greater than a year ago, and moderate improvement was noted in other lines. Building is less active than a year ago, and will likely decrease still more before the end of the year. Sales quotas for Pittsburgh should be about the same as for the autumn of last year.



PORTLAND, OREGON

Ranchers and fruit growers are harvesting large crops, and prices are better than they were last year. Retail and wholesale trade is about 7 per cent greater than at this time in 1925. There has been some decline in lumber production, but most mills are still active, with enough orders in sight to keep them fairly busy the remainder of the quarter. There will be less new building in the next six months than for the same period last year, but real estate still continues fairly active. Debits to individual account for the week ending October 6 were \$45,337,000, and the same week in 1925 they were \$45,461,000.

PROVIDENCE, RHODE ISLAND



Machinery and tool manufacturers report marked improvement in orders in September, and other lines of business are active. Wages are high, and there is little unemployment, with the majority of factories now on a full-time basis. New construction is increasing and jewelry manufacturers, reflecting seasonal demand, are more active than at any time in twelve months.

RICHMOND, VIRGINIA

Debits to individual account for the week ending October 6 were \$41,364,000 and for the same week in 1925 they were \$38,964,000. For the last week in September they were \$35,046,000. Retail and jobbing sales show moderate increases, and industrial activity is about the same as it was at this time a year ago. Work for both skilled and unskilled labor is plentiful, and wages are somewhat higher than a year ago.

ST. LOUIS, MISSOURI

For August, representative members of the boot and shoe industry are reported to have operated at from 90 per cent to 100 per cent capacity. In the same month, clothing and dry goods interests of this district reported considerable improvement over August, 1925. Flour production of the twelve leading mills of the Eighth Federal Reserve District in August was the largest of any month in three years. The St. Louis Terminal Railway Association, which handles interchanges for 28 connecting lines, interchanged 228,396 carloads in August—the largest since March,



and several thousand loads greater than the same month last year. Net sales comparisons of department stores, shoe stores and men's furnishing stores, showed an increase of 6.1 per cent in St. Louis. In point of dollar value, building permits for the district fell off below the previous year's total. Consumption of electricity by selected industrial customers in the larger cities of this district during the month, showed an increase of 6.2 per cent. Sales of passenger automobiles were in considerably heavier volume than a year ago.

ST. PAUL, MINNESOTA

Retailers report that demand is fair and that sales are about the same as they were this time last year. Agricultural conditions are spotty, and farmers in some sections will have less money to spend than they had at the end of the preceding harvest. Wholesalers anticipate an increase in business, due to seasonal activity, but do not believe that this autumn will be better than that of a year ago. There is little unemployment, and wages are high. For the week ending October 6 debits to individual account were \$42.506,000, while for the same week in 1925 they were \$41,774,000.

SAN FRANCISCO, CALIFORNIA

For the week ending October 7 crude oil production averaged 600,000 barrels daily, an increase of 4,000 barrels over the last week in September. Manufacturers report orders on hand and in sight will keep them operating at or near capacity the remainder of this year. Canners' packs were heavy, and demand is better than last year, with prices firm to higher. Retail trade is on the average 10 per cent greater than it was last September. Building construction still continues in good volume, although it has decreased slightly from the high figures reached in 1925. Debits



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to individual account for the week ending October 6 were \$250,-368,000, and for the same period last year they were \$228,749,000. This territory is a promising one for autumn business.

SEATTLE, WASHINGTON

Postal receipts for September were 6 per cent greater than a year ago. Debits to individual account for the week ending October 6 were \$53,658,000, as compared to \$48,469,000 for the same month in 1925. Lumber production has declined slightly, but all other lines are somewhat more active. Sales of standard commodities will be about 7 per cent greater this autumn than they were for the last quarter of last year.

SPOKANE, WASHINGTON



City employment office reports labor conditions better than a year ago. Building permits for the first nine months declined slightly both in number and value. Debits to individual account for the week ending October 6 were \$14,702,000, as compared with \$13,435,000 for the same week a year ago. Bank clearings show an 8.9 per cent increase over 1925. National advertising lineage in newspapers leads that of 1925 by 30 per cent. Department stores sales increased in September from 5 to 15 per cent over the same month last year. Wholesele business is in good

ber from 5 to 15 per cent over the same month last year. Wholesale business is in good volume, with dry goods showing a 6 per cent increase, and drugs, groceries and hardware slightly less. Merchandise brokers report increases in sales of from 16 to 30 per cent over those for 1925. Business conditions in Spokane are the best they have been in several years.

SALT LAKE CITY, UTAH

Weather conditions have been favorable to sugar beet harvesting, and refiners report that the crop this year will be greater than last season's. Ranchers and orchardists have had a good year, and are buying more freely than they have for some time. Retail and wholesale trade is about 3 per cent greater than in 1925. Debits to individual account for the week ending October 6 were \$21,263,000, and for the same week in 1925 they were \$20,772,000.

YOUNGSTOWN, OHIO

Independent steel mills are operating at 80 to 85 per cent capacity. Orders on hand are sufficient to keep them busy the rest of this year. Retailers' sales are showing increases over 1925, and still further increases are anticipated. Wages are high and there is no unemployment.

We Needed a New Sales Policy

(Continued from page 608)

had considerable success in furthering this idea of the sales building power of retail advertising, through direct mail. One such letter mailed recently to a list of 5,000 dealers brought 200 returns with requests for advertising materials.

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Bear in mind that the salesman has his prospect seated before him during this talk, and that he turns one page after another of his erect portfolio at short intervals, thus building up an interest in what is coming next and lending something of the interest of a film to his presentation. Turning another sheet, the salesman now says, "And here are some of the things we will do for you—these are our services which will cost you nothing, but which will help materially in cashing in on your own advertising and sales efforts and in developing a continuous stream of new prospects for stoves and ranges."

Window display materials are shown, then folders and mailing pieces, and outdoor advertising posters—and the salesman explains our plan for circularizing, from the home office, any 300 prospects chosen by the dealer.

Notice, if you will, that as we are building up this story, we have said nothing about the product we make—we are concerned thus far solely with explaining a merchandising plan and getting the dealer sold on the idea of trying it out in his own market.

Four important methods for getting more retail business are then pointed out to the dealer: the use of the telephone, canvassing, cooperation with local contractors, and holding store meetings for the education of retail clerks. As the salesman proceeds from one to another of these, he has some story to tell to drive home each point—some specific instance where a dealer has used this or that idea with resulting profit.

To cite a case in point: when the salesman urges the use of the telephone, he may tell about one

of our dealers in a western town who called 4200 families on the phone once a month for three months in succession during the selling season, thereby uncovering 800 prospects for a furnace or a range which resulted in actual sales for 375 units—250 ranges and 125 furnaces.

A page of reproductions of some dealer advertising and photostat copies of testimonial letters make another exhibit. Following this are statistics on the number of dealers who have carried the Cole line continuously for a number of years. "Over 200 dealers continuously since 1900," this page reads. "Over 1000 dealers continuously since 1910," and so on.

How a Sales Plan Helps

This serves to bring out the point that the house must be a satisfactory company to deal with and relations with retailers must be mutually satisfactory to enjoy such confidence as this.

At this point two pages are used to summarize what has been said in this fashion:

The Cole Line Offers You:

1. A market large and growing.

2. A well known and dependable line of products.

3. A powerful, concentrated advertising program.

4. Proved re-sale plans.

5. A quicker turnover and bigger profits.

6. An established retail price.

Finally we arrive at the discussion of the Cole products themselves. Each stove or range or furnace is pictured clearly, with the more important sales points listed at the side of the illustration. These the salesman can elaborate on to any extent.

As the last page is turned, a pocket in the back of the portfolio holds the salesman's order book and invites a quick close.

I think it is readily apparent that the use of such a device as this series of graphic exhibits rationalizes a rather long sales story and so relates and organizes the various parts that possibility for confusion in the mind of the dealer is materially cut down.

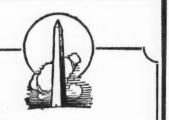
So far as the salesmen are concerned, the new plan of presentation automatically eliminates the possibility of forgotten sales arguments, and if a man will give the talk in the way it should be given, there is no question but what his selling will be much more productive on this basis than through the old plan.

Merely through a study of the daily sales reports we can tell whether or not a man is following the correct method of using the portfolio and telling the story that goes with it in a logical, systematic manner. We have been noticing a falling off in the sales of one man we have in a certain central territory, and we knew for a fact that he was failing in his presentation.

A week ago we called him into the home office, set up a portfolio and asked him to sell us the Cole proposition. Just as we expected, he garbled his story. His graphic exhibit would be on markets, and after a word or two on this subject, his talk would fly off on a tangent of advertising or the quality built into a Cole furnace.

Through the use of a few very homely questions as to whether this salesman put on his socks or his shoes first, his shirt or his collar—we finally got him to see that he was losing the cumulative selling force which is built up by our story when it is told step by step in a consistent, unified way. When salesmen who have been slipping on such points as these get back to standard presentation methods, their sales immediately begin to show an improvement. We would not consider trying to sell without the help of this organized plan or something similar. It's the best idea we've ever put into selling.

This fall we succeeded in getting off on a flying start on winter business through a special resale campaign launched August 15. This plan increased our shipments for the month of September 32 per cent over the volume for September of last year, which we felt to be a very creditable showing. This special campaign with the results it brought, will be described in detail in the next issue of "Sales Management."



Major Markets

Washington, D. C.

The Sunday Herald, Washington, D. C., has a circulation of 121,978 net.

Outside of the District of Columbia the Sunday Herald circulation is 67,729 and reaches 915 cities and towns in SEVEN STATES.

The District of Columbia alone is a major market which is reached with The Washington Times and The Washington Herald, a combined circulation of 108,312 net.

The Times, Herald and Sunday Herald provide a "major coverage" for a "major market."

Advertise in them!

WASHINGTON TIMES

and

The Washington Herald

108,312 net paid circulation



The "Key Group" Plan for Dealer Advertising

(Continued from page 624)

this fact should speak well for the for a car to justify even an attempt possibilities of good advertising! to interest them. You might as

The fact that nine buyers out of ten buy on impression seems to justify the general opinion of dealers that automobile copy should be "short and snappy." The dealer who says, "People won't read a lot of stuff. Make it short. Put in a good picture of the car, and a snappy headline."

But the dealer does not consider the one man out of ten who buys very largely on characteristics of mechanical design—this buyer who likes to know something about gasoline mileage, low upkeep, low depreciation, crank shaft design, power, bearings, etc. He is the easiest buyer to sell if you have real sales copy in your advertisement. He will read every word of a long advertisement if it is interesting, truthful, and based on sound common sense!

Scientific Advertising for Dealers

For the one buyer out of ten that buys from one dealer on this basis, there are four more buyers just like him buying from competitive dealers. Remember, we said that the average dealer of this particular car sold only one-fifth of the cars in his price class. Then, if in our copy we can better sell this type of buyer with real sales copy, we have a chance of adding an additional two or three more sales a month at the expense of the competitors who believe that all advertising copy should be "short and snappy."

If the dealer will stop to think that his advertisements are not aimed at 100 people out of 100, but only at a very few of 100, then he won't be so strong for "short, snappy copy," because no newspaper copy in the world, of any kind, can sell enough of the great majority who are not in the market

to interest them. You might as well instruct your best salesmen to stand on the busiest corner in town and attempt to sell every passerby an automobile with a "short, snappy" sales talk!

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If in the selling type of advertisement, the headline is interesting and apt, if the illustration of the car does justice to the product, and if the salient points are emphasized in display, then the impressionistic reader will get his illustration, and his fifteen or twenty words of text in headline, sub-headline and recapitulation of points, which will give him more than he could ever get in shallow, generalized, short copy.

Testing the Advertising

Thus the sale of advertising to the dealer must be based upon a sound presentation of its principles, the right methods, and on a regular budget basis. We say "regular" because we wish to imply that if advertising is good at any time, it is good at all times—not good on the generality that "Advertising pays," or "It is a good thing to keep your name before the public," but on the basis of more sales.*

It must be clear to him that advertising is not a faith cure, but a cold-blooded business proposition, and its results definitely and immediately traceable. Unless advertising can show new prospects actually traceable to its results, then it is the wrong advertising, and it should be superseded by the right advertising. The dealer should know that almost the entire value in a newspaper advertisement is transient. If something does not happen during the week or month that the advertisement appears, the advertising is a failure. The idea that "regular and consistent advertising will build future sales" is not sufficiently provable to warrant advertising Unquestionably, on that basis.

^{*}When we say "sales" or "results" we mean prospects who come to a display room directly because of advertising. It is the function of advertising to bring them in—it is the function of a good salesman to sell them after they come in.

regular and consistent advertising does interest, and very likely influence casual readers; it will cause some of them some time in the future to come in and buy a car, but the value of this casual trade alone is not sufficient to justify the expense of newspaper advertising.

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It is perfectly plain that if all automobile advertising were judged on this basis, there might for a time be less advertising by dealers and manufacturers; but very soon there would be very much better local and national automobile advertising.

The "Key Group" Plan

Effective advertising is the result of direct necessity. It is planned and produced to meet that necessity-and if it is effective advertising that necessity is not necessarily to please the taste of the boss or even the prospect in text, type or typography! It is the necessity of getting immediate definite action on a dotted line under a sales order. On this basis, the flowers, generalities and meaningless superlatives of automobile copy would soon disappear. In their place would be words expressing the dynamic force of definite and specific reason.

There is absolutely no reason why the dealer and the dealer's sales manager should not know definitely how many good prospects a month can be traced to advertising. The results of advertising materialize first in new prospects-a certain number of prospects materialize into a certain number of sales.

We admit that it is not a simple task to develop advertising that will justify this method of selling advertising to a dealer. It might require the development of a special organization to write effective dealer advertising. The manufacturer who gets his dealer to advertise must see that his dealer gets the right kind of advertising.

It is perhaps quite true that if the manufacturers' advertising departments and their advertising agencies would use more of their time, talent and thought in the development of resultful dealer advertising that this would also greatly improve "national copy."

PROOF-AGAIN!





W.T. PROSSER

STRANG & PROSSER ADVERTISING AGENCY L. C. SMITH BUILDING SEATTLE

deptember 15, 1926.

The Record-Star-Telegram, Fort Worth, Tex.

Dear Sirs

Re: National Advertising campaign Associated Salmon Packers

When it came to placing the advertibing for Canned Pink Salmon in the Fort Worth territory there was no hesitation as to the selection of the Star-Telegram and Record-Telegram to carry the message. And well was the confidence merited, for a recent tabulation showed the responsiveness of this newspaper's readers as exceeded by those of only one other newspaper in the United States, and leading by & large margin any other newspaper used in the Texas field.

Very truly yours,

Trp: VJE

-that A GOOD PRODUCT plus SALES EFFORT plus A RICH MARKET plus THOROUGH COVERAGE plus INTELLI-GENT ADVERTISING equals INCREASED BUSINESS FOR YOU!

WEST TEXAS IS ONE OF THE RICHEST PRIMARY MARKETS OF THE NATION

FORT WORTH STAR TELEGRAM and Fort Worth Record

Fort Worth Record-Telegram

FORT WORTH STAR: TELEGRAM.

More Than 120,000 Daily and Sunday

Charter Member Audit Bureau of Circulations

AMON G. CARTER, President and Publisher

A. L. SHUMAN, Vice-Pres. and Adv. Director



EDITORIAL COMMENT



When Does a Sales Contest Pay?

Sales management, like many other professions, suffers from too much

generalizing. A sales manager in the butter and egg business tries advertising. It doesn't work. He immediately concludes that advertising is no good whatever, not for the butter and egg business, if you please, but for every business. It is the same with sales contests. Someone with one kind of a problem attempts a sales contest. It proves to be a dud. So in wisdom born of experience, he solemnly condemns any and every sales contest. What salesmen need is more help, more selling ammunition and less artificial inspiration. It is true that contests will not take the place of educational cooperation. Yet a salesman can be oozing ideas for getting business and overflowing with knowledge about his line, but what good will it do him or the company if he works only to 60 per cent of his capacity? And it is a fact that few salesmen work even to 40 per cent of their capacity—and in summer, during the play days, many do not even work to 10 per cent of capacity! We have in our files many letters from concerns who, through sales contests in a discouraging period have been able to keep their salesmen's minds off their troubles and on their work.

A Move to Wrest Control of the A. B. C. from the Advertisers? We are informed that a group of metropolitan newspaper publishers will make a fight on the floor of the convention of the

Audit Bureau of Circulations, to be held in Chicago this coming week, for larger newspaper representation on its board of control. It is a possibility. although not a probability, that such a plan would carry in a convention where newspaper publishers make up the preponderance of delegates. But in our opinion, and in the opinion of many newspaper publishers, including Walter Strong of the "Chicago Daily News," secretary of the A. B. C., such a change would work against the best interests of the very publishers who propose the change and would unquestionably destroy the usefulness, and therefore the object, of this association. At present control of the A. B. C. is placed in the hands of twentyone directors, of which eleven are advertiser members, and ten are publisher and advertising agency members. The advantage of such an alignment is obvious. If the balance of power were to be vested in the publisher and advertising agency faction, it would mean that the publishers were auditing their own circulation statements. Such statements would be accepted by advertisers as publisher audited statements and not advertiser audited statements. as at present. If it is the intention of the objecting publishers to increase the membership on the board in all publishing groups and increase the advertiser members in proportion, thereby keeping the advertisers in control, it would mean a board of directors that would be too unwieldy to operate successfully in matters of a very complex and difficult nature, which in many cases involve property rights. The Audit Bureau of Circulations has done a good job under trying conditions. To this organization perhaps more than any other agency, credit must go for the marvelous strides which advertising has made in America. It would be nothing short of a catastrophe in our opinion if the coming convention voted to change the present control of this body.

Dealer Contracts
That Are Loaded
With Dynamite

One of my best friends sells underwear—or what the dear ladies call underwear these days. He calls on depart-

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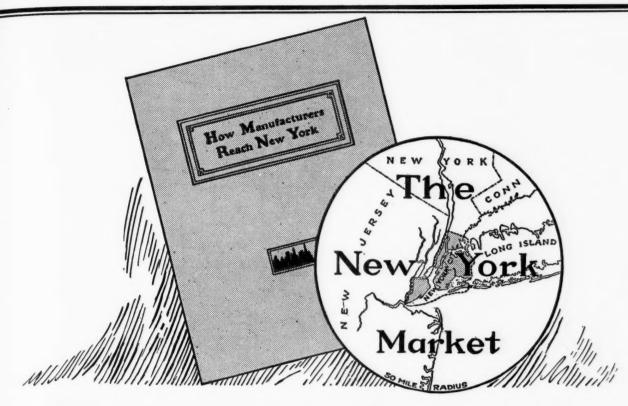
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ment stores. The other day one of his customers offered to save him 15 per cent on the price of a certain well-known make of automobile. It seemed that a local automobile dealer got stuck on his quota and in order to hold his agency, offered this merchant his full commission on any cars he sold. We don't know how many others had been made the same offer, but it is a safe bet that the whole town knows what the dealer is doing and we don't envy him when his full price customers find out what is going on. It is bad business. No one will deny that. But who is really to blame, the dealer or the manufacturer? Under the contract the dealer has with the manufacturer, he has to sell his quota of cars or lose his agency. Naturally, he will not do that if there is a way out. Cutting prices looks like a way out. But, we repeat what we have said so many times before: automobile manufacturers who do not change their attitude toward their dealer organizations are going to get a bad jolt. Methods that worked in a seller's market will not work in a buyer's market. It will no longer suffice to regard the dealer as an unloading place. He is very much a part of the sales force, and it is our prediction that the automobile manufacturers who are going to weather best the coming squall are those who have back of them a loyal and enthusiastic dealer organization. The day of brow-beating dealers, and tying them up with quotas of cars to sell, is fast going out of fashion, like the long white petticoats with ruffles on them this same friend of mine used to sell.



How Manufacturers Reach New York

AN INTELLIGENT advertising and selling campaign, based on a study of local conditions, will produce greater results, per dollar expended, in New York than in any other market.

Its tremendous population of nine and a half million people highly concentrated in a small, compact sales district with a radius of only 50 miles; its large number of retail stores per square mile and customers per store; its remarkable rapid transit system which completely honeycombs its area—all contribute to make sales work in New York quick and easy, and sales costs remarkably low.

"How Manufacturers Reach New York" shows how 854 manufacturers developed sales in the New York market. This survey includes small manufacturers and large manufacturers; manufacturers introducing new products in New York and manufacturers seeking greater sales for products already established in New York; manufacturers of expensive luxuries and manufacturers of inexpensive necessities.

"How Manufacturers Reach New York" will be of service to all those who want to increase their sales in the territory where sales opportunities are largest.

If you wish this survey-write for it on your office stationery

The Sun

280 Broadway, New York

BOSTON
Old South Building

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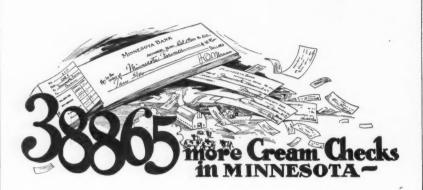
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to sell.

WASHINGTON, D. C. Munsey Building CHICAGO 208 So. La Salle St.

LOS ANGELES Van Nuys Building SAN FRANCISCO First National Bank Building



TRAIGHTEN OUT the sales curves.
That's what every sales manager wants.

Dairying gives nine out of ten Minnesota farmers a dependable year-around income amounting to approximately ninety million dollars annually. Dealers who sell to herd owners have no "in-between" seasons.

Minnesota (the leading butter state) has insured its prosperity by steadily increasing its dairy production. In four years 38,865 more Minnesota farmers have become creamery patrons. Nine out of ten farmers here are dairymen.

Build your distribution where farm income is dependable and regular. Let Minnesota cows put butter on *your* bread.

Cover this rich market with the Northwest's only weekly farm paper.

3



The Northwest's Only Weekly Farm P

Standard Farm Papers, Inc., 307 No. Michigan Ave., Chicago, Ill.



Wallace C. Richardson, Inc., 250 Park Avenue, New York

A Northwestern Institution Since 1882

Member Standard Farm Paper Unit

Why Dealers Display Paris Garters

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(Continued from page 620)

other articles that could be obtained. Since then the Stein Company's salesman has had no fear that this dealer will minimize the importance of displaying his line again.

One of the biggest single week's sales of garters ever reported was held by an eastern chain store, which on a salesman's suggestion had given over an entire window to garters. Inside of a week eight gross were sold—1,152 pairs of garters—to people who otherwise probably would not have come into the store. A Broadway store in New York claims an increase of 975 per cent in garter sales during the week they had a display in their window.

The Stein Company, in spite of these remarkable sales increases, is frank to tell dealers that even though they sold every garter in their stores, sales of garters alone would not compensate for the expense of the window. It is the suggestion of other sales which brings in the bigger profits, and the combination of Paris garter displays and alert clerks has proved this small item makes the best leader that the merchant can display.

Big Attendance Slated for A. B. C. Convention

The thirteenth annual convention of the Audit Bureau of Circulations, which is to be held at the Hotel LaSalle in Chicago October 21 and 22, will be attended by hundreds of advertisers, advertising agents and publishers, according to communications which already have been received. Both departmental meetings of the bureau and a general assembly of all divisions, as well as meetings of various associations, will claim the attention of delegates during the week.

The Boise, Idaho, "Capital-News" has appointed Gilman, Nicoll and Ruthman as national advertising representatives.

From Inches to Pages in Ten Years

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(Continued from page 618)

the absence of noise and rumble. Many advertisers who were cautiously feeling their way in print in 1916 have blossomed out into big advertisers in 1926, unafraid to smash into print in full pages. One of the most interesting of these is the Dr. Denton Sleeping Garment Company which used 91 lines (six and one-half inches, single column) in 1916 and then in 1926, a full page, to tell the story of Dr. Denton's Sleeping Garments. Almost exactly the same type of advertising copy appeal and layout is used, the same picture-trade mark being used in both advertisements.

Small Acorns and Big Oaks

Le Page's Glue is another product whose advertising has been vastly improved in the ten year interval. In 1916 this fine old company was content to use one single inch, the copy reading, "Le Page's Glue, 10 cents, Stronger Than

In 1926 this same product was advertised in a carefully planned half-page advertisement which was designed to create new uses for the product, rather than merely to remind the reader that there was such a product. "Sales Management" magazine told two years ago how this advertiser found and created many new uses for the product and lifted a commonplace necessity, infrequently used, into a product that had a real sales appeal and infinite possibilities for greater

This experience of the manufacturers of Le Page's Glue should be a lesson to hundreds of present day advertisers who are content to call attention to the product in a more or less perfunctory manner-who have not found a theme or a strong sales appeal for their product. The same amount of study and investigation that paved the way for bigger sales for Le Page's Glue will probably lift dozens of other products out of the prosaic, everyday class. Here is one of advertising's



How to "Buy" Profits

A new form of wasteless advertising that sells those you want to reach - that builds and maintains good will-constant results that cost but a few pennies a year

PUZZLED sales managers, seeking new and more effective ways to reach prospects, to keep old customers *sold*, have learned of a new way to do this double job with maximum satisfaction . . . with minimum expense.

This new way is so simple that many will not credit it with the big jobs it can do. But you can't laugh off results! Thousands of the biggest advertisers in the country, the most conservative and shrewdest business men, have proved this method with the utmost results.

This new way is the Autopoint Pencil. You use them to advertise your business. Day after day, year after year, they stay where you put them—in the "yes" man's hand—to be a constant reminder of the quality of your service or product. To build your sales for you.

Beautiful "Balanced" Pencils

Autopoint is so inherently attractive, not only physically but mechanically . . . it is so genuinely useful, so universally appreciated . . . that a man once given one will never give it up.

Thousands of Autopoints have been used, in varying qualities and kinds, with firms' names stamped upon their barrels, to carry the message of better sales results, of more economical advertising.

Autopoint is the only pencil made of Bakelite, the featherlight, Gibraltar-strong composition that comes in the widest range of beautiful colors and effects.

There are no screw threads to break, no doubtful mechanism to jam. In fact, Autopoint exclusively uses a "one-moving-part" mechanism that is unqualifiedly guaranteed for the life of the pencil.

Send the Coupon Now-for Yours

There is a grade of Autopoint for every use—a size for every need. See them at any stationer's. Executives of businesses are invited to mail the coupon NOW for attractive Autopoint with their name stamped on it, and interesting new literature and price list. There's no obligation.

Learn NOW about this amazing new road to profits—a way to advertise for many who have considered advertising too costly for their businesses.

Autopoint's 3 Big Exclusive Features

- Cannot "jam"-protected by an exclusive
- 2 Bakelite barrel—onyx-like, lightweight material—cannot dent, split, tarnish or burn.
- But one simple moving part. Nothing

complicated to go wrong. No repairs, no bother.



AUTOPOINT COMPANY

4619 Ravenswood Avenue, Chicago, Illinois

Sakelite

Clip the Coupon and Mail NOW!

-	
AUTOPOINT COMPANY 4619 Ravenswood Ave., Chicago, Ill.	For Executives Only
Without obligation, please rush sa business-building gift proposition, prices full information. I attach business card	of pencils and stamping, and
Name	
Position	
Company	



This is "Open Season" on 1927 QUOTAS

"NCREASED sales . . . greater volume . . . where, oh where shall you be found?—thus goes the hunting-chant of sales executives throughout the land as quota fixing time draws on.

Keen eyes scrutinizing the commercial horizon are discovering that in the West lies the answer to the problem.

Here are rich markets... here are ten million people... here is wealth—more per capita by far than the average for America.

Here is opportunity—waiting.

This vast new market can be economically served. That is Oakland's function.

Already, 117 big national industries are filling Western orders from this one community. Great branch factories and bustling warehouses are springing up in the wake of active western selling.

Do you know this market and its potentialities?

Do you know how it can be worked and sold?

Information on Oakland and its tributary territory may directly influence your 1927 planning.

A comprehensive market and industrial report for your particular business is yours for the asking. May we send it?

Market and Industrial Department
Oakland Chamber of Commerce

OAKLAND (and Alameda) CALIFORNIA

"Industrial Capital of the West"

13-1026

many brilliant achievements, which can be duplicated with many other products.

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Many advertisers had not discovered the real appeal of their product ten years ago-nor had they hit upon the powerful appeals of appetite and convenience. For example, there is Minute Tapioca, which was modestly advertised in a two inch space in 1916, with the following copy, "Requires No Soaking, Minute Tapioca, Try the tempting recipes for Tapioca and Gelatine in the Minute Cook Book sent free." Ten years after this little advertisement appeared Minute Tapioca was advertised in the same magazine in a two column space. The advertisement is headed, "When You Expect Guests," a heading that will flag the attention of every woman who (and what woman doesn't) gets a mild case of hysteria when she begins to think of what to serve when guests are coming.

There are two recipes and two illustrations, a reproduction of the package, and a coupon to make it easy for the reader to write for a booklet, which is sent free.

New Sales Slants

Even so astute an advertiser as the Joseph Campbell Company has been able to show a vast improvement in their advertising since 1916. Then they used two columns, headed "First Aid to The Hungry," with the familiar Campbell Kid carrying a can of tomato soup. There was considerable copy, none of which seems to have any great appetite appeal or any faculty of making you hungry. In 1926 Campbell's threw words out the back door and splashed a big red tomato, sliced in half and reproduced in colors, all the way across an entire page. In the middle of the tomato is a can of tomato soup. Counting the words on the label of the can, there are but 41 words in the advertisement, but the page makes me hungrier than all the words in Mr. Webster's Unabridged.

Procter & Gamble have also learned considerable about making an advertisement appealing since 1916, for in the page they used in October 1916 on Crisco there was a picture of a woman frying doughnuts, a huge, muddy looking

doughnut in the background, and several black, uninviting doughnuts in the foreground. There was some copy extolling the merits of Crisco, a recipe for doughnuts, and the offer of a booklet. But in 1926 Procter & Gamble cut loose with a double page spread in colors, giving the housewife some real news and information. "Brand New Fry-ing Pan Helps," the advertisement is headed, backed up with such attention compelling sub-heads as "How to Fry Without Smoke." Then there are numerous color reproductions of various vegetables which may be fried in Crisco, together with two pages of interesting copy telling how to fry végetables, meat and fish in Crisco.

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New Advertisers

Since 1916 a new crop of advertisers has appeared, some classes of them in numbers important enough to warrant study. The textile group is a case in point. In the 1916 issue there was virtually no advertising of textiles, while in the 1926 issue we find such products as Esmond Blankets, Nashua Blankets, Utica Sheets, Puritan Cretonnes, Orinoka Draperies, and Pequot Sheets. While this is a good start, it is far from a good representation of the vast textile industry, which holds advertising and sales possibilities undreamed of a few years ago.

Floor coverings are advertised liberally in the 1926 issue, while ten years ago this branch of home furnishing was almost entirely neglected by advertisers, at least so far as this particular issue and medium were concerned. Doubtless there are even greater possibilities in this field, in spite of the splendid showing of Mohawk Rugs, Congoleum-Nairn, Bird's Rugs, Armstrong's Linoleum, Whittall Rugs and Ozite Rug Cushions, all but three of which used color pages in 1926.

There has been a vast change in advertising in the past ten years. Advertisers have more to say these days—copy which passed muster easily in 1916 would never get past the copy chief's desk today. For example, there is the contrast in the Borden Milk advertisements in the two issues. In 1916 Borden's took one column to say, in part,



NOT BECAUSE they are fire-proof, but because they are wear-and-tear proof, rust-and-dust proof, and because they always look bright no matter how long they have been in use, did the Royal Insurance Company, Ltd., select DuraSheen Signs as the best, most economical signs for their use.

Unlike ordinary signs, DuraSheen Signs are made of highest grade porcelain, fused into heavy sheet steel at 1800° Fahrenheit—they are permanent signs.

Whatever your line of business, DuraSheen Lifetime Porcelain Enamel Signs will insure greater sales for your products at those two important places—at the point of sale, and enroute to the point of sale! Always bright and cheerful, with colors never dimmed, they daily build sales and good will for your products.

THE BALTIMORE ENAMEL and NOVELTY COMPANY

MT. WINANS BALTIMORE, MD. 200 FIFTH AVENUE NEW YORK CITY

VERSATILITY

No advertising medium possesses the wide variety of uses of porcelain enamel signs. Dura Sheen Lifetime Porcelain Enamel Signs are in daily use, year out,

on Stores, Factories and Buildings of every kind

as Counter, Window and Inside Display signs

on Boulevards, Country Roads and Sidewalks,

on Automobiles, Trucks and Wagons on and in Trains, Street Cars and Stations

on Windows, Doors and Door-Steps on Machinery, Tools, and Heavy Equipment

In fact, everywhere and for every purpose, colorful, durable DuraSheen Lifetime Signs, in many shapes and sizes, are ever on the job.

DuraSheen Porcelain fused into Steel Lifetime Signs

WHAT!

No Women?

OWEVER facetious-or leading-this remark may seem, it has spelt the failure of many a sales contest! Woman appeal, the backing of the women-folk of a salesman's family-therein lies the motive force that will spur him on to greatest effort.

Why do many sales contests fail to reach their objective? Not for want of work on the executives' part-not always because the plan is wrong. Ninety-nine times out of a hundred it is because the will to work a little harder is lacking on the part of the salesman. And it is NOT his fault. His imagination has not been fired; the inspiration simply is not there.

And that's where we come in.

See the coupon?

Jackson Bldg., Buffalo, N. Y.

Yes, sir. That's what we want—something to put the old Pep in the salesmen, and make our Sales Contests ring the bell EVERY TIME. Send on the

Name

Company.

Address

Make Your Letters Sell Good-Will

EVERY executive will agree with the theory that each letter leaving his organization, whether its purpose is to buy, sell, or collect money, should build good-will in some degree. In actual practice this theory is often forgotten because no practical plan has presented itself to carry out a definite "better letter" program.

If you agree to the above theory you can put it into practice by sending for the Dartnell "Better Letter Program." It consists of thirty bulletins, citing actual letters and suggested improvements. It contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated organization for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

WE DARTNELL CORPORATION

Publishers "Sales Management"

4660 RAVENSWOOD AVE.,

CHICAGO, U. S. A.

"Gail Borden Eagle Brand Condensed Milk for nearly sixty years has been a staple in thousands of American homes. 'Eagle Brand' has been known and used in every country in the world where civilized man has established himself." By no means is there anything here to excite the old buying impulse.

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But they had a lot more to say in 1926, and they said it better, and more in a more interesting fashion. They use a full page, headed, "There must be a reason why so many people prefer condensed milk in their coffee, said Mrs. Bentley." The copy elaborates on Mrs. Bentley's discovery that six out of every seven people who buy condensed milk use it in their coffee. Mrs. Bentley is not a mythical person, but a director of the Delineator Home Institute. The Borden folk offer a booklet she has written about milk and its place in cookery. Altogether a vast improvement over the 1916 advertisement is this later piece of copy. Full details of what Borden discovered about its possible and potential market were printed in a recent issue of "Sales Management."

Improvements in Craftsmanship

There are many once-familiar advertisements missing from the 1926 issue-among the most notable being Gold Dust. Doubtless the Bon Ami chick which is still on the job (first inside cover pages being used in both issues) will be lonesome for the Gold Dust Twins who so often played around in color pages near the Bon Ami chick which grows older and older without ever having scratched.

Phillipsborn, the once well known mail order house is among the missing, although Bellas-Hess and National Cloak and Suit are both very much in evidence in the 1926 issue.

Many other advertisers used larger space in 1926 than in 1916to mention a few: Daggett and Ramsdell, Quaker Oats Company, Nujol Laboratories (the 1916 advertisement still carried the Standard Oil signature), Oneida Community, Liquid Veneer, Swift & Company, Bauer & Black, American Radiator Company and Royal Baking Powder Company. Indeed, a study of these two issues gives only the most optimistic feeling concerning advertising—it makes us wonder who will be on top in another ten years, and which ones of the present day advertisers, especially those just feeling their way, will be leaders of their industries and at the top of the procession.

(Note: This is the first of a series of articles by Mr. Whitmore. In an early issue two issues of some other popular magazine will be compared.)

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Dartnell to Enlarge Chicago Plant

Contracts have been signed for a third floor addition to the plant and general offices of The Dartnell Corporation at Chicago. This makes the fourth addition which the growing business of this company has made necessary since the original building was erected in 1920. When this new addition is completed Dartnell will have a total floor space of three-quarters of an acre. The new addition will be used for the sales promotional department.

The New York offices of the Dartnell Corporation will also be moved to larger quarters in the new Graybar Building, adjoining the Grand Central Terminal, as soon as that building is ready for occupancy, which should be next April. It is claimed that this new Graybar Building will be the largest office building will be the largest office building above ground when completed. Many of the large advertising agencies and publishing organizations have leased space, which will make it an advertising center in New York.

New Magazine Makes October Debut

A new national periodical called "Children, the Magazine for Parents," has just made its initial appearance with the October issue. Sixty specialists in children's health, education and welfare are sponsors of "Children," which is published by the Parents' Publishing Association, 353 Fourth Avenue, New York City. George J. Hecht is president of the association.

AT LAST-

The Mailing List!

THAT ideal list of Industrial Plants that Sales and Advertising Managers have constantly hoped for, but never had. Cost was not considered in its preparation.

Dun's Credit Reference Book, the only complete register published, was used as a basis.

Every industrial plant in the United States with a capital rating of \$75,000 or over, was checked, typed, then double checked for accuracy. Then, besides rating and business, the street address of every one in every town of 50,000 population or over was added from the latest telephone directories.

Now, comes the interesting thing about it—

The list is available, at a fraction of the original cost, to a few noncompetitive concerns only.

If you are interested, as we think you'll be, better write immediately to

Che

HENSLEY COMPANY

180 N. Wacker Drive

Chicago

YOUR MARKETS . . and how to reach them

Executives realize that markets can be divided into two major groups, (1) primary or industrial markets, and (2) secondary or merchandising markets. The explanation and location of these markets is part of the Dartnell Advertiser's Guide for 1926. How twenty-three leading industries split up their advertising appropriations is shown by means of colored charts. So far as we know this is the first time this has been done. Here an advertiser can ascertain what the average appropriation for advertising is for his business—he can learn ways to reach new markets.

The Dartnell Advertiser's Guide sells for three dollars and fifty cents. It will be sent to any rated company for examination. It will be found to be a valuable source of ideas to a president, a sales manager, or an advertising manager—if you do not agree, the Guide may be returned in two weeks and full credit will be given.

4660 Ravenswood The Dartnell Corporation CHICAGO, ILLINOIS

Competition just could not stand the gaff

CO long as it is strictly limited to merchandise, Competition will thrive and multiply. But when a superior product is hooked up with a great popular preference the way of the competitor is hard.

For the past twenty years we have had a client who enjoys the public confidence and preference to such a degree that not one new competitor has attained any volume in his field in more than a decade. Several have withdrawn.

Of course his product is superior; without a good product no amount of advertising can build and hold a market. But without good advertising, few products, however meritorious, have been able to hold even their old and loyal friends.

Your industry is "different" of course. It is already highly competitive and steadily growing more so. But is it not reasonable to suppose that the same kind of advertising and merchandising that have limited competition in one field should discourage it in another?

THE PROCTER & COLLIER CO.

For 32 years builders of business for advertising clients

McMillan St. at Reading Road, Cincinnati 25 EAST 26TH ST., NEW YORK

Member A. B. C., A. A. A. A., and Outdoor Bureau



We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce The Box Mark

The William Feather Company 611 Caxton Building Cleveland, Ohio



\$124,342.25 Worth of Merchandise

\$124,342.25 Worth of Merchandise Sold by Letters
At a cost of only \$2,552.24. A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE For 50c. POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly, \$2.00 a year. Increase your sales and reduce selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send ad and 50c forsample.

POSTAGE, 18 E. 18 St., New York, N. Y.

Successful Policies in Radio Wholesaling

(Continued from page 632)

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from other dealers handling the same line. The advantages of selling and servicing better sets, the opportunity to make a net profit. the clean competition, the limited stocks required, assurance against "dumping," stability of the manufacturers and the jobber, liberal advertising by both manufacturers and jobber, and the reputations of manufacturers and of the jobber. are some of the selling points stressed. The fact that all or several of the big city stores handle a line is also a good point, as these stores advertise liberally on their own account and the dealers in the outskirts or in nearby towns profit to a certain extent from it.

No manufacturer or jobber can long be successful unless the dealers, too, are successful, and much of the work of the entire selling organization of the Republic Radio Corporation is directed toward "educating" dealers to conduct their business profitably.

Helping Dealers Make Money

"We continually pound into our dealers the fact that they are in business to serve the public and that they are entitled to a fair profit for their service," Ferguson declared. "Too many radio dealers lose money, instead of making money, as they should. They take on poor merchandise, cut prices, spend more for service than they make, and so it goes. A good radio set requires practically no service if properly handled; if improperly handled, the best the dealer can do is instruct the customer, give him a certain amount of free service, then draw the line and make a charge for service thereafter.

"We believe the public can best be served through the medium of regularly established and authorized dealers who realize their responsibilities and who will study the demands of the business, and we feel that the dealer, as well as we, should consider future as well as immediate profit."

Uncle Sam's Definition of Restraint of Trade

(Continued from page 651)

with less tact and more asperity, and pounce upon some statement of policy of a bygone administration as evidence that an illegal plan or purpose was then in existence. They will then attempt to trace the course of that plan or purpose clear down to the present. Every act and every event and every document that will bear a construction in harmony with the plan or purpose will be ferreted out and presented in such a way as to show a definite relationship with the remote past and with the recent acts of the company.

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Exhuming the Dead Past

Most concerns, as a matter of lact, that have been in existence twenty years or more have pursued policies in the past that would not pass muster today. That is no reflection upon the concerns. They were forced to adopt such policies then, in order to meet competition at all. But the records of those past and forgotten policies exist beyond possibility of being eradicated, and it is a matter of some importance to avoid the possibility of their being brought into too close a relationship with the present. It is extremely unwise to take any chances with practices that may serve to call attention to those records, under the assumption that the government will cry quits if the practices are abandoned. There is no certainty that the government will choose to do anything of the sort, and the only safe time to abandon a questionable practice is before it happens. The doctrine of expediency bears too close a resemblance to the practice of monkeying with the buzz-saw.

[Mr. Montague's next article will continue the discussion of specific practices—specifically, the practice of refusing to sell to particular classes of buyers, or except under certain conditions.]

The Rome Company, manufacturers of the DeLuxe bed spring and allied lines, have appointed the George Batten Company to direct their advertising.



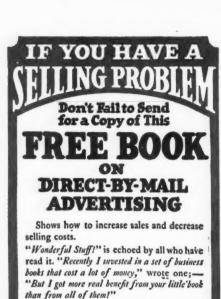
If You Think You Could Put Some Real Effort and Enthusiasm into Selling Dartnell Materials—If You Can Talk Intelligently to Big Men— We'd Like to Get in Touch With You

We can, at the present time, add to our sales organization, Staff Representatives in several of the sales centers through the country. - We are seeking the services of wide-awake, energetic men-not necessarily experienced salesmen, but men who have the personality and ability to talk WITH sales and advertising executives. It is not necessary that you should have had experience in our business, but YOU MUST HAVE the ability and disposition to work. We can put the right man in the way of earning a good living from the start; good men have earned and are earning \$5,000 and even more per year. You would have this chance with an excellent opportunity to increase it as you develop. Ours is a straight commission compensation plan, but with cooperation which enables you to produce a satisfying, immediate revenue. Address,

© DARTNELL CORPORATION

Sales Department

4660 RAVENSWOOD AVENUE, CHICAGO, ILL.



And, now, all you have to do to get YOUR COPY is to clip out this adverting most, pin it to your negular business letterhood, and mail it to the ELLIOTT

ADDRESSING MACHINE CO.

149 Albany St., Cambridge, Mass.

LITHOGRAPHED LETTERHEADS

Produced in Black Ink on No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads. Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M 25 M lots \$1.45 per M 50 M lots 1.25 per M 12½ M lots 1.70 per M [Minimum quantity 12½M]

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.

1718 No. Robey Street, Chicago, Ill.



The Breakers

Atlantic City, N. J.

Right on the Boardwalk

Preferred —

in winter and all season — by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges — Orchestra — Dancing Garage on Premises

Joel Hillman

Julian A. Hillman Vice-President



Chains That Take a Slice of the Hardware Trade

(Continued from page 622)

company in keeping paint buyers out of the chain stores to such a large extent. One of them is the dinner it holds once a year for the painters. A letter enclosing a ticket for this event is mailed to every painter in the county, and the dinner itself is always the best the town affords. Educational features are provided in the form of speeches by recognized authorities in the paint field; the paint manufacturers whose lines the company carries have representatives present, and officials of the store, including the practical painter and his assistants who handle this department, do everything they can to create good-will and friendliness among their guests.

Uses Manufacturers' Cooperation

A short time ago the merchants of Waukegan promoted a Pageant of Progress. An entire city block was lined with booths which the various stores used to display their merchandise. One of the ten booths taken by the Burke company was given over to paints, and as none of the chain stores was represented, the occasion provided another opportunity for this concern to outdistance them a little further in sales of paint.

One of the biggest advantages any privately owned retail establishment has over its chain store competitors is the assistance and cooperation of manufacturers. The Burke store uses this advantage to the fullest possible extent in all departments of its business, but particularly in paints have the manufacturers been of greatest help. Once or twice a year a factory representative accompanies the store's paint man on his calls among painters, and his practical suggestions and expert knowledge have gone a long way toward holding their trade.

In addition to the cooperation of painters in influencing housewives to buy quality paint for their own use, the company has another plan for bringing them into the is lacking if the price is omitted.

hardware store when they are looking for this item. Five months ago the store officials determined to adapt a prevalent chain store idea to their own business and display as much as possible of their merchandise on tables where it could be readily seen, handled and priced. Household paint was one of the lines chosen for such featuring, together with such related items as brushes and sandpaper. Sales in this department immediately took a sharp upward turn.

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The same policies which have succeeded so conspicuously in the paint department have also been applied to a greater or less extent in the other departments. In housefurnishing goods, for example, where Woolworth's, the Landover store and department stores do a large share of their business. the same practice of sampling goods on tables is in effect. Such items as cooking utensils, cutlery, crockery and household brushes are displayed on tables, plainly priced and easily accessible. It has been found that since the entire center of the store has been given over to tables sales of these lines have more than doubled.

"There are only two places where chain stores have an edge on the hardware store," declares Mr. Haecher, "and those are price and display. We do not attempt to compete with them on the basis of price, but on display we have a chance at least to break even. Display practices in the hardware business have always been conservative, which is one of the reasons hardware stores are considered easy prey by the chains. The sooner this condition is remedied, however, the sooner dealers will regain whatever trade they may have lost as a result of chain stores' growth in recent years.

"We put a price on every item displayed, whether it is in a show window, on a display table or anywhere else in the store. Pricing goods inspires a confidence which

pick up articles and handle them. Woolworth's realized that years ago, and even though they suffer tremendous losses through stolen goods, they have found that the losses caused by covering the tables with glass or preventing handling in any other way were even greater.

"That is one idea independent dealers can take from the chain stores. Another relates to display windows. If a United Cigar store places such importance upon its windows that it charges up twothirds of its rent to display, then certainly a hardware dealer can profit by giving a great deal more attention to making his displays attractive. We have two large show windows in the front of the store, and both of them are changed at least fifty times a year-practically once a week-making a hundred different displays a year. We use the best of materials furnished by manufacturers, even though several different lines may be shown in the same window, and everything is plainly priced.

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The Value of Windows

"When it comes to service, of course, the dealer has certain inherent advantages which the chain store cannot even approach. There are the credit and delivery accommodations which alone are enough to bring a certain fairly large percentage of business into a store. Few dealers are playing them up as strongly as they deserve. Our paint man gives service which would be impossible for a chain store, and in our builders' hardware department we have another man who follows a similar course. He figures on different jobs with contractors, helps builders and home owners make the proper selections, and sees that everything they specify is on the job at the proper time. This one service keeps many people, I know, from fillingup their houses with 'dime store' hinges, locks and fixtures.

"The recent Pageant of Progress is a good example of what a hardware store can do for customers that a chain store can never hope to equal. Our store took ten booths while the only other store in town to take more than two was a department store with three booths.

Another thing customers like is to Seven manufacturers' representatives were in town expressly for the event, and they were on hand at the booths to give specific and authoritative information to anyone who wanted to know anything about stoves, camp furniture, paints or any of the four other lines which were handled by factory men.

> "These seven manufacturers went to considerable expense to send their men here, but we have always found that when we are willing to cooperate on a fifty-fifty basis, the manufacturers are always ready to do their half. And any retailer who overlooks the value of their assistance is losing one of his strongest sales appeals.

Aid From the Manufacturer

"We have never asked a manufacturer to do us any favor to which he has not responded. We go out of our way to sell their lines, so they go out of their way to help us. One stove salesman, for example, has offered repeatedly to come down to the store in the evenings and instruct our clerks in the proper methods of demonstrating his product. He does everything he can to make them better salesmen. The dealer who either refuses to give his clerks the time to learn their lines or is indifferent to salesmen's proposals, has no reason to say that he can't keep up with competition.

St. Louis Sales Managers Conduct Good-Will Tour

Delegates of the St. Louis Sales Managers' Bureau took a special good-will tour through nearby Illinois towns over the Illinois Traction System on September 24, stopping at ten towns and meeting with such enthusiastic receptions that other tours of a similar nature are to be conducted into other Illinois territories reached by the traction system. The delegation consisted of 113 St. Louis business execu-

The advertising of the Lakeside Packing Company, Manitowoc, Wisconsin, has been placed with the Klau-Van Pietersom-Dunlap-Younggreen Company, of Milwaukee.



A Keen Thinking Sales Executive

Available November 1st

We are interested in this man for we have seen him in action for many years.

for many years.

At present he is General Sales Manager for a manufacturer marketing a product—sale price \$500. In less than two and one-half years he has built business from \$500,000 (annual) to \$1.600,000 — without advertising — solely through a highly developed sales plan, properly applied. This man has had an important part in putting company on earning basis after many years of "red."

For seven years he was an important sales executive with two of the largest publishing houses in the country and before that he was for seven years with a well known New England manufac-

He is not the "high pressure," radical type. He is one of the most searching men in his analysis of sales problems I know. He digs deep—works fast—is without veneer and enjoys one of the cleanest characters a man could possess.

His earnings would be considered high.

He is 41 years old, married, Christian.

If the man's experience interests you he may be reached through—

Philip S. Salisbury, Vice-Pres. The Dartnell Corporation 19 W. 44th Street

If the Jobber Fails

(Continued from page 640)

It is just as impossible to obtain a meter contract on the first call, as it used to be to swim the English Channel. It takes patience, for the time involved may be from one month to five or ten years. It is a task which at first blush, one would say could never be accomplished by a jobber, and yet here is a manufacturer playing the game and thoroughly satisfied in that playing because he did a little more than say to the jobber's salesman, "Here is a meter, put four wires in it and see the disc go 'round-now go out and sell it."

Statement of Ownership

of Sales Management, published monthly at Chicago, Illinois, for October 1, 1926.

Before me, a notary public, in and for the state and county aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of SALES MANAGEMENT, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 448, Postal Laws and Regulations.

That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher—The Dartnell Corporation, 4660 Ravenswood Ave., Chicago.

Editor-John Cameron Aspley, 4660 Ravenswood Ave., Chicago.

Managing Editor—Eugene Whitmore, 4660 Ravenswood Ave., Chicago.

Business Managers—The Directors of The artnell Corporation, 4660 Ravenswood Ave., Chicago.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporated under the laws of the State of Illinois, one per cent or more of the stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Aspley, Chicago; J. T. Kemp, Chicago; P. S. Salisbury, New York City; P. R. Means, Chicago; H. G. Trine, Chicago; R. A. D. Trine, Chicago; M. V. Reed, New York; J. F. Weintz, Chicago; Eugene Whitmore, Chicago; J. E. West, Chicago; and C. E. Lovejoy, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are: None.

mortgages or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

JOHN CAMERON ASPLEY, Editor.

JOHN CAMERON ASPLEY. Editor. Sworn to and subscribed before me this 23rd day of September, 1926.

P. R. MEANS, Notary Public. (My commission expires March 28, 1927.)

Personal Service and Supplies

Classified rates: 50e a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which reliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

SALESMEN WANTED

WELL RATED MANUFACTURER DESIRES additional representatives to handle combination order blanks and envelopes, also loose leaf devices and printing. Direct to consumer. Commission basis, full or part time. Exclusive territories. References required. This is not a get-rich-quick proposition but an opportunity for sincere men to add from \$100 to \$500 per month to their incomes. The Workman Mfg. Co., 1200 W. Monroe St., Chicago, Illinois. to their incomes. The Workman W. Monroe St., Chicago, Illinois.

ADVERTISING AGENCIES

SECURE SALESMEN, DISTRIBUTORS, etc., quickly through classified newspaper advertising (want ads). We place your 24-word advertisement in best ten metropolitan dailies for \$20. Catalog free. Martin Advertising Agency, 35 West 39th St., New York.

POSITIONS WANTED

MINNEAPOLIS AND ST. PAUL OR WHAT have you—Experienced salesman, careful business training, qualified to represent old established house that desires an active mind, the disposition to do hard work, sales and business ability. At 40, strong and healthy, it is necessary for me to begin again at my favored and most successful vocation. Reference as to ability and dependability are adequate to a favorable consideration by the best people. Adept at selling anything upon which I am sold and for a house of recognized standing that requires the services of a man capable of producing worth while results. Salary simply sufficient to a positive demonstration of results in stay-sold business. Applicant, 1541 Ashland Ave., St. Paul, Minnesota.

ADVERTISING SALESMAN WITH DOMI-nant group trade publications in big store field desires connection with manufacturer as sales-man or district manager New York City or Connecticut. Married, 30, university graduate, ex-naval officer, successful. Box 1106, Sales Management, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED \$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mall plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

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An organization providing a complete service in Outdoor advertising through advertising agencies

NATIONAL OUTDOOR ADVERTISING BUREAU

NEW YORK CHICAGO

DETROIT



ES PROFITS The Good Will you have care fully created in your business-can be capitalized for greater profit Facsimiles of letters from pleased or tomers work wonders in selling ne accounts. Write for prices and samp facsimiles of letters, forms, reports et COPY SERVICE CORPORATION

CANADA" "GIBBONS knows

TORONTO

Play safe with your Advertising

IF YOU want to reach the TRUE Chicago market, use the Evening American with 94% of its great reader audience concentrated within the city and suburbs.

If you want to reach Iowa, Michigan, Wisconsin, Indiana and Illinois (outside the Metropolitan Chicago District), choose a medium in each community that gives adequate coverage.

Why?

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Because a newspaper can deliver the buying power of a market only in proportion to its circulation therein.

And in Chicago the Evening American reaches more HOMES than any other daily paper.



A good newspaper

..... The Business Survey of The Chicago Tribune presents on this page highlights and minutiae of zone marketing, the Chicago territory, and of The Chicago Tribune.

From th

A Rabelaisan mood held a group of Chicago merchants. They shrugged off fear of being ridiculous. A 16 story, steel and concrete monument to the alleged big spender of the day, the big butternegg man, will house their activities. Baptized the "Butter & Egg Building". "We capitalized the kidding," they said.

Congressional sessions, after all the sound and fury have died away, settle at least one thing. The letters from home that rowel the shuddering flanks of the senatorial wheelhorses drive home this fact. National issues have local aspects.

A troop of mice, solemnly squatting on their sterns, could tell the same thing about cheese, its marketing and distribution.

Myopic

THE special discounts with which a manufacturer soothes a fractious dealer would often pay for a tidy local advertising campaign. A dealer may forget, fail, or go sour. Brand advertising in the locality controls such vexatious phenomena.

The Chicago Tribune offers \$7,500 in twenty cash prizes to architects, draftsmen and students for new designs of five and six room homes.

The backbone of America lives in this type house. Paucity of taste in design is flagrant. Stereotypes affront the eye. Architects will now relieve the small builder.

The Competition opened September 12, 1926 and will close December 1, 1926. Each set of prize winning designs will be published in The Chicago Tribune's Real

Estate and Home Builders' Section, beginning with Sunday, January 2, 1927 and continuously until the plans are exhausted.

New Home

Designs

* * * Sense

"WE felt happy to accept orders from Seattle, for instance, for 6 units. Scattered orders of this kind from various parts of the country made a neat total of business. It sped up production and made a profit look possible early in the growth of the business. Unexpectedly, however, service calls came in from one city, then another and another, and before long factory service men were travelling all over the United States. And with them went the profits, and profits on machines not yet shipped.

All in all we bit off more than we could

chew. Your zone story fits our case ideally and next year we hope to develop it thoroughly."

—as told by a Michigan manufacturer to a Tribune salesman.



A UGUST lineage rode on balloons. The Tribune last month carried 219,600 lines of automotive advertising—more than any other month in Tribune history with one exception. That peak was in January, 1920, an Automobile Show month, when everyone was blooming. What with fewer manufacturers in the field and in the dog-days of August such stepping on the gas is remarkable.

NATIONALITIS

"Wherever there are people there are selling possibilities, and any salesman who neglects any part of his territory that is populated is wasting building material—not only wasting the actual possible returns from that particular part, but he is losing the cumulative power that every unit of sale adds to general prestige......"

-committed by a General Salesmanager in a recent issue of "Sales Management."

The United MARKETS of America

"The United States is not one market, but a number of markets. The people of each economic area have different living habits, with a resultant difference of purchasing power or inclination. By furnishing the best available information on markets, business judgment will be better equipped to eliminate marketing waste."

U. S. DEPARTMENT OF COMMERCE.

TOWER

High Water Mark!

The average net paid circulation of The Chicago Daily Tribune exceeded in the first week of September, 1926

THREE QUARTERS OF A MILLION

In December, 1921, seventy-four years after its founding, The Daily Tribune's circulation passed the half million mark. Since then daily circulation figures at the end of each year have shown these added gains:

December 31, 1921....518,718
December 31, 1922....520,162
December 31, 1923....579,273
December 31, 1924....601,512
December 31, 1925....690,529
August 31, 1926.....750,000

In five years The Tribune has added a quarter of a million to the host of its readers. They have been unusual years. Its readers' opinions on politics, on world affairs, on prohibition, on armament have not always coincided with The Tribune's.

But The Tribune's editorial views have been its own—independent, fair, and superlatively honest. And this amazing growth proves that Chicago and the Central States want the kind of newspaper The Tribune is.

"Advertising Rightly Done Pays For Itself"......... Melvin A. Traylor

"Its [The Tribune's] strict censorship of financial advertising has created confidence in the integrity of The Tribune's columns,

and has protected not only the reader but the advertiser," says Melvin A. Traylor, President of the First National Bank and the First Trust & Savings Bank of Chicago, and Vice-President of the American Bankers' Association.



Mr. Traylor knows a bit about the subject. The First National Bank began its advertising in The Chicago Tribune sixty-two years ago. Its growth for more than half a century has paralleled that of The Tribune. It is just such general conviction among financial advertisers that placed in The Tribune last year 45.3% of all the financial advertising that appeared in Chicago papers. This was more than that carried by the next two papers combined.

S. W. STRAUS. President of S. W. Straus & Co. and famous banker, in a later issue of "From the Tower" will discuss advertising in the light of a business investment. He reveals interesting facts about the nation-wide growth of his company. Look for it.

Pop Tool